

**Mousumi Toma**

**IMPACTS OF LEADERSHIP ON EMPLOYEE PERFORMANCE**

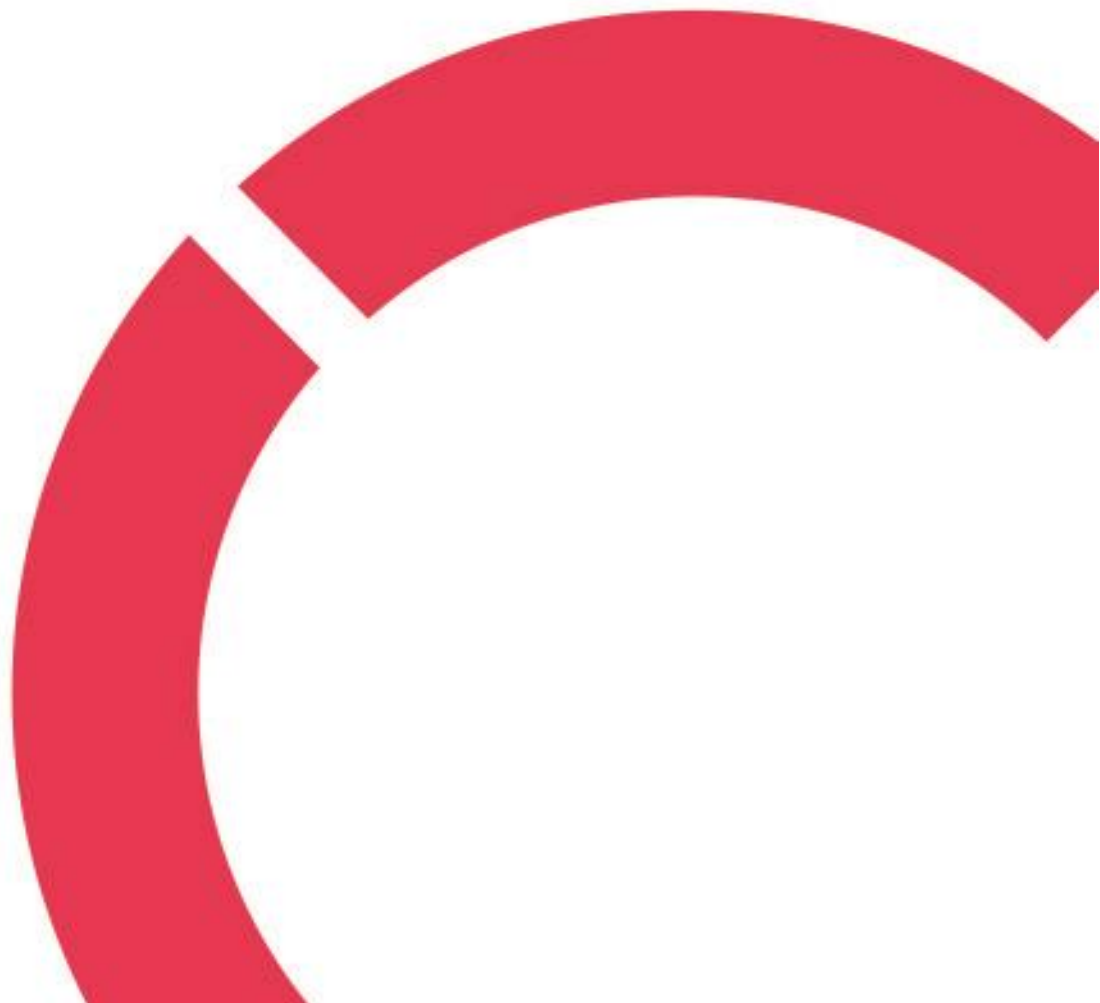
**A Case Study on SSL Wireless, Bangladesh.**

**Thesis**

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**ABSTRACT**

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<b>Name of thesis</b> IMPACTS OF LEADERSHIP ON EMPLOYEE PERFORMANCE. A Case Study on SSL Wireless, Bangladesh.		
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<p>Leaders are the pioneers of followers who influence and motivate them to act according to achieve a common goal. This research aimed to understand the impacts of leadership on the performance of employees/subordinates within an organization. The study aims to demonstrate how the performance of the team members of an organization is affected by the behaviours, approaches, and actions of its leaders.</p> <p>To attain this purpose, quantitative research has been conducted based on a case study of SSL Wireless, a Bangladesh-based company that provides IT-Enabled Services (ITES) and Fin-Tech Solutions to its customers. A structured 5-point Likert Scale questionnaire was provided to a stratified randomly selected sample of 25 participants from the case company to collect and analyze primary data. Later, statistical analysis was conducted using the Chi-Square test to support the research statement and hypothesis of whether leadership has an impact on leadership or not. For secondary data, articles, statistics, news, books, and documentaries from different authentic online and offline sources have been used.</p> <p>After analyzing both primary and secondary data, the result shows that leadership styles are positively correlated with the employees' performance. Though the case company is currently practicing the Democratic Leadership style, the recommendation is made to improve the communication skills of the leader to decrease the portion of unsatisfied employees. Moreover, to bring better performance, the company should think of experimenting with other leadership styles and theories, such as Situational leadership, Transformational leadership, or Transactional leadership, which are highly effective in overcoming unwanted situations and motivating the new generation's employees.</p>		

<p><b>Key words</b> Autocratic leadership, Democratic leadership, Employee performance, Leadership theories, Likert scale, Situational leadership, Transformational leadership, Transactional leadership.</p>
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## **CONCEPT DEFINITIONS**

### **BASIS**

Bangladesh Association of Software and Information Services (BASIS)

### **CMMI**

Capability Maturity Model Integration stands for process-level improvement training and appraisal programs.

### **ITES**

IT-Enabled Services

### **LDP**

Leadership Development Program (LDP) is a set of extensive training programs where essential training can be included to improve the quality of current leadership and retain current leaders, identify future potential talent and ensure that the talent has enough logical means to achieve the potential within the company.

### **SSL**

Software Shop Limited

### **SMART**

Specific, Measurable, Achievable, Relevant, Time-bound

**ABSTRACT**  
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## 1 INTRODUCTION

Business has become more competitive in recent years due to the rapid shifts in technology and the surrounding environment. Companies are struggling to gain competitive advantages over their competitors. Many business experts and organizations' CEOs believe that a strong human resource pool with potentially motivated employees benefits organizational development and gaining advantages over others. Upon realizing the importance of better management of human resources, organizations are now investing in Human Resource Development to develop highly effective business leaders for competitive advantages. They are concerned about improving the practices of different leadership styles since effective leadership is crucial for operating an organization smoothly and profitably.

A company can achieve a competitive advantage by positioning itself ahead of competitors by achieving distinction in quality with low cost, high value of product and brand, or with creative innovation. Many other strategies can lead to competitive advantages, but maximizing the potential of Human Resources is the most influential business strategy in modern management practice.

Several studies have shown that a strong HR culture and management practice can be one of the fundamental factors in achieving competitive advantages. A positively motivated employee can achieve higher targets, minimize costs, and help the organization with creative ideas. And here comes the role of an effective leader.

Leadership is the process through which decision-makers persuade their followers, and perhaps themselves, that a certain kind of action is required to achieve a desired outcome (Grint 2005, 1469). Conger has defined leaders as the people responsible for establishing a course for a group of people, obtaining a commitment that leads to a well-known direction and persuading the members of the group towards the accomplishment of the course's outcome (Conger 1992, 18).

Leadership is a process in which the leader uses decisions and actions to influence his or her followers and impact their performances. Maintaining effective communication is necessary for effective leadership, allowing leaders to communicate the right message and sway others to achieve a balance between leading and attaining results. Considering such impacts and versatility in these factors and different leadership theories, this thesis project aims to identify the impact of different leadership styles on employee performance in an organization, which is crucial for organizational success.

## **1.1 Research objectives and research questions**

This research aims to understand the impacts of different forms of leadership on the performance of employees/subordinates. To be more specific, the study demonstrates how the performance of the team members of an organization is affected by the behavior, approaches, and actions of the leaders. The research was based on a case study of SSL Wireless, a Bangladesh-based company that provides IT-enabled services (ITES) and FinTech solutions. Along with finding the impacts, the research intends to bring forward suggestions regarding leadership models that may positively affect the employees' performance and ensure their betterment in the organization.

To accomplish these objectives, it is required to find out what effect different leadership styles have on an organization, which leadership style is used at SSL Wireless, and how it affects employee performance and what could be done to improve employee performance and leadership development.

## **1.2 Research methodology**

To achieve the research objectives, both primary and secondary research was conducted. For primary research, a company providing IT-Enabled Services (ITES) and Fin-Tech Solutions named SSL Wireless from Bangladesh were chosen. A survey on a prescribed questionnaire was conducted to understand the leadership style the mentioned company is following or trying to ensure. Observing overall employee behavior and practiced culture also benefited the results of the study.

For secondary data, articles, statistics, news, books, and documentaries from authentic online and offline sources were used. A quantitative approach was used for data analysis to have an in-depth understanding of the concepts, perceptions, logic, and thought processes underlying every action and consequence related to the research objectives. Statistical analysis was also required to compare the research hypothesis.

## **1.3 Research hypothesis**

Two hypotheses have been considered for this research.  $H_0$  will be the null hypothesis, and  $H_1$  will be the alternative hypothesis. Here, the  $H_0$  represents that leadership style has no significant impact on

employee performance and the H<sub>1</sub> hypothesizes that leadership style has a significant impact on employee performance.

#### **1.4 Research scope and limitations**

The scope of this study is to show whether leadership has any impact on employee performance or not, and how traditional leadership is transitioning to modern leadership based on the performance of the first moving ITES company, such as SSL Wireless, Bangladesh. The findings are expected to benefit SSL Wireless and such organizations intending to obtain better performance from their employees by using new approaches to leadership in order to meet global standards.

Several constraints obstructed the completion of this study. Since obtaining up-to-date confidential employee performance tracking information is difficult, relying on secondary data to obtain most of such information was another option. Meeting with the company's department heads was difficult as they were extremely busy with their own work schedules.

#### **1.5 Organizational overview**

In Bangladesh's software development, IT-Enabled Services (ITES), and Fin-Tech Solutions industries, SSL Wireless is well known for having pioneered many software services that have benefited millions of people, including SME Banking, Mobile Banking, Value-Added Services, E-Commerce, Digital Payment, and many more.

In 1999, Software Shop Limited (SSL Wireless) Bangladesh was founded as a subsidiary of Concord Garments. Since then, it has made significant advancements in IT business and education. In 2020, SSL Wireless was rated at level 3 of the CMMI Institutes Capability Maturity Model Integration for Development (CMMI-DEV v1.3) for software development, maintenance, and quality assurance. Besides this appraisal, they have a long list of achievements from the beginning. With near about 550 employees, the company is working to achieve their vision of Bangladesh becoming a digital nation by assisting people and organizations in maximizing their potential. They have been awarded the BASIS National ICT Award in multiple categories, including mobile applications, IT-enabled services, and E-Commerce/Government Services. Besides providing payment solutions, SSL Wireless offers cyber security solutions to protect financial organizations from cyber threats and ensure data security. (SSL Wireless 1999.)



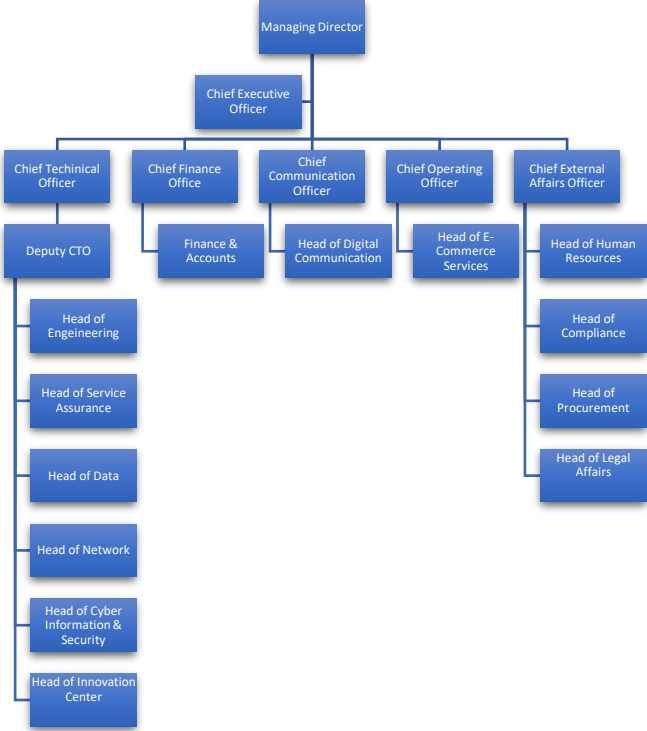


FIGURE 1. SSL Wireless organogram, obtained from SSLWireless, Bangladesh HR data.

## **2 LEADERSHIP, CULTURAL IMPACT ON LEADERSHIP AND EMPLOYEE PERFORMANCE**

There are several definitions of leadership that have been presented by scholars and researchers over the centuries. Malik and Azmat (2016, 24) define leadership as a process to inspire and motivate people to achieve shared goals or objectives that may be changed or added according to the needs and challenges. They also stated that leadership connects and creates a bond beyond the formal level, motivating people to accomplish things rather than forcing them to do those. Leadership can play a key role in improving the potentiality of the employees, which is the most valuable intellectual property for an organization.

According to Rost [1993, 102] (Rosari 2019, 19), leadership can be explained as an influential relationship between leaders and followers who seek real changes reflecting their mutual purpose. This includes both positive and negative ways of influencing others. Gary Yukl (2012, 66) highlights this point by stating that the fundamental view of leadership is to influence and direct individual and group efforts towards achieving a common goal. A leader plays a crucial role in the performance processes of group members or subordinates.

Author Northouse (2016, 30) mentioned in his book that the context of leadership has changed over the centuries. According to him, in the 1990s, leadership was viewed as dominant and controlling power over individuals. The difference between leadership and management processes was ignored. However, the definition of leadership has changed over time. Nowadays, leadership is much more controlling than before, with centralized power being exercised. Leaders are now seen as influential figures who work in a team to achieve a common goal for the organization. Scholars and practitioners view leadership and management processes differently.

According to Kotter [1990, 85-86] (Rittinger 2014, 15), leadership and management act harmonically, but it is often hard to have people with unique managerial and leadership qualities. The best outcome can be achieved when a team is formed of people with leadership skills, as well as those with management skills.

Leadership functions involve vision creation and strategic planning to attain the goals set by organizational management. Leaders build teams by communicating and influencing the employees with clear information and considering the followers' prospects and interests.

On the other hand, management's tasks include setting goals and timelines, allocating resources and manpower, providing incentive packages, and setting rules to maintain the corporate culture and ethics. Although there are differences in the functions of leadership and management, if an individual can possess both qualities in real-time situations, the organization can be highly benefited in the long run.

## 2.1 Types of leadership styles and qualities

Over the decades, different leadership styles have been practiced and researchers are trying to find out the most effective leadership style that may lead to long-term organizational success. The nature of leadership style influences how the teammates or followers will behave to complete the task. Podsakoff et al. (1990, 115-116) mentioned that leadership behavior could influence employee trust and satisfaction. It has a direct long-term impact on how leadership style and organizational commitment are related.

To identify different leadership styles, several research studies have been conducted. Among them, one of the famous research projects, led by Lewin (1939, 271) with a group of researchers, was carried out on school children to observe their behavior toward leadership styles. They have come up with three types of leadership styles, such as Authoritarian leadership, Democratic or Participative leadership, and Laissez-faire leadership.

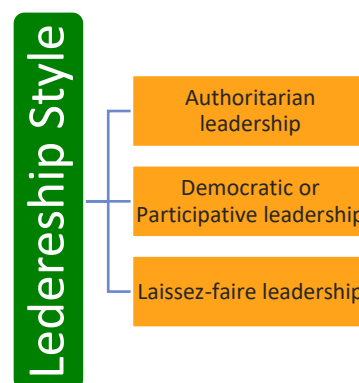


FIGURE 2. Leadership styles provided by Lewin (1939, 271)

Authoritarian leaders exercise their powers to control others in every possible way to fulfil their desired goals. They often overlook the team's interests and opinions, which makes the process less innovative. Independent decision-making is their basic nature. However, this leadership style can be helpful in terms of quick decision-making without delaying in analyzing teammates' opinions.

As opposed to authoritarian leadership, the democratic leadership style ensures the participation of every member in the process, which is the basic nature of such leadership styles. Hackman et al. (2009) state that democratic leadership stands apart from traditional positions of authority, instead emphasizing three key functions: allocating responsibility among members, empowering individuals within the group, and facilitating the decision-making process. Democratic leaders motivate teammates to come up with more creative ideas and provide guidance to achieve the goal together. The leader values others' interests and encourages them to participate actively, which makes the members feel important and increases efficiency. However, in terms of decision-making, a leader often initiates the final decision by considering the gathered opinions. Thus, communication skills are the key factor to be successful with such leadership styles.

Democratic leaders encourage team collaboration so that members can be dependent on each other rather than fully depend on leaders for every task. They reward the creativity and success of the followers. As the followers feel more valuable towards the organization by being involved in decision-making, they gain a sense of responsibility and are committed to achieving the organizational vision. It helps to decrease employee turnover.

The cons of democratic leadership is that it may slow down the decision-making process by having so many ideas and opinions. Some employees may feel uncomfortable participating actively in decision-making because of their personality. Some may also feel that they work harder than the leader.

Laissez-faire leaders prefer to take a back seat. They delegate duties and provide general guidance, but typically, they are not involved in day-to-day activities. Employees choose the most effective method for carrying out their duties. Leaders who practice laissez-faire leadership have a lot of confidence in the individual. They have in their followers to stay responsible, focused, and self-motivated. These leaders trust each team member's abilities to determine whether they will thrive or fail. In the laissez-faire leadership style, leaders give their team members very little guidance or direction, allowing them considerable autonomy to make decisions and manage their tasks independently (Robbins & Judge, 2019).

A benefit of laissez-faire leadership is the freedom to conduct business without constraints or managerial interference. This enables motivated and skilled workers to realize their maximum potential. On

the other hand, the loss of output without strong leadership to keep it on track can be counted as a drawback. This may lead to missed dates, errors during the process, and subpar work. Team cohesiveness may suffer if each member of the team pursues objectives in their own manner. Due to distant and aloof leaders, some people may begin to lose interest in their jobs.

Beyond these above-described leadership theories and models, there are several other leadership theories and approaches that have been described by management experts. Strong and successful leaders often use a variety of theories and approaches to succeed in their businesses and organizations (Memon, 2014). According to Ortiz-Gómez et al. (2022), more appropriate moral leadership styles are being practised in organizations with a value-based solid culture. Among them, servant leadership and authentic leadership are gaining popularity.

Servant leadership style is focused on the responsibility of the leaders to meet the needs of their followers. They put a high priority on the welfare of their team as well as on the personal growth of the team members. This method of leadership is predicated on the notion that a leader's main responsibility is to take care of their followers, not to exercise control and authority over them. Servant leaders are concerned with fostering a culture of empowerment and support at work so that their subordinates can realize their full potential. They put their follower's needs first and try to establish enduring bonds based on mutual respect, trust and cooperation. Leaders are highly dedicated to the development of a larger community and often work on the improvement of environmental and social issues.

One of the important traits of servant leaders is they listen carefully and patiently to the follower's needs and demands and work on comprehending those concerns. By understanding follower's viewpoints, and putting them in their positions, leaders try to solve issues with the most empathy. Servant leaders have the traits of self-awareness; they are aware of their own potential. Leaders have the ability to foresee trends and issues in the future and act early to address them. They always try to ensure that organizational activities are running ethically and that the effect is long-lasting.

Servant leaders may create a strong and resilient company that is capable of achieving its goals and having a good impact on the world by putting the needs of their followers and the larger community first (Beauty, M., 2022).

The idea of the Authentic Leadership style holds that a leader must be steadfast in their commitment to the core values, worldview, and personal integrity. Genuine leaders are open-minded, moral, and consistent, which inspires the respect and trust of their followers. According to Avolio & Gardner (2005),

authentic leadership style revolves around leaders' sincere and transparent conduct, rooted in their personal values and beliefs. This approach fosters trust and openness within the team, encouraging genuine connections and mutual respect.

Being genuine to oneself and exercising transparency, honesty, and integrity are the leading key components of authentic leadership. A true leader fosters a work environment where their followers can be themselves and work toward a common objective. They are self-aware, contemplative, and introspective. They have a solid grasp of their own values, beliefs, and strengths, as well as shortcomings. Honest and open communication, being ready to own up to errors, and accepting accountability for one's own actions are some of the unique traits of authentic leadership. Leaders are led by strong ethical convictions. They are motivated by a feeling of meaning and purpose of matching the organization's objectives with their own personal values and beliefs.

Overall, authentic leadership is a potent leadership style that can assist businesses in developing an environment of sincerity, openness, and integrity. Leading authentically enables leaders to forge deep connections with their followers and foster an environment at work that is encouraging, productive and collaborative. (Belnio, R.J., 2012.)

The success of these leadership styles depends on the qualities of the leaders because they are the people who influence other's behavior. Only basic skills do not make an individual to be a good leader. They must have some unique skills which differentiate them from others and make people listen to them with trust and cooperation. Exceptional competencies of the individuals make them leaders by differentiating the 'outstanding from average performers' (Boyatzis 2007, 7).

Communication is the fundamental skill to become a successful leader. Good leaders must convey the proper information to the group members regarding resources on hand, timelines and strategic planning to accomplish a task. Moreover, they must be active listeners. It helps to understand the needs of teammates and their opinions. Flexibility and openness make them more trustable to their followers. A good leader should have a personality of a 'never give up' attitude. At least he/she should try every possible way to solve the issues, and that attitude makes him more reliable to the followers. A leader must work harder, be first to take responsibility and be transparent and ethical with work.

Emotional intelligence involves understanding a follower's emotional state, qualities, and limitations and figuring out the way to connect them with a specific goal. A leader should be committed not only to the followers but also to the organization, which makes him trustworthy to both parties. He/she should think about both parties' interests.

## 2.2 Leadership theories

Some widely recognized hypotheses in contemporary organizational contexts include The Great Man Theory and Trait Theory, Behavioral Theory, Contingency/Situational Leadership Theory, Charismatic Leadership Theory, Transactional Leadership Theory, and Transformational Leadership Theory (Northouse 2019).



FIGURE 3. Types of leadership theory (Northouse 2019).

The Great Man Theory was initially rooted in the 19th century, stating that ‘Great Men’ or extraordinary people are responsible for shaping history because of their inherent strengths and capacity for leadership. These unique people’s choices and deeds will significantly impact society’s development and events. Meanwhile, the Trait Theory implies that some people have an instinct for leadership. It suggests that leaders have high-end personality traits, such as adaptability, assertiveness and self-confidence, which need to be inherent rather than learning.

Behavioral theory is focused on leaders’ behavior or course of action that can be learned or developed rather than inherent. The Contingency theory contends that the best leadership stance will vary depending on the circumstances and traits of the followers. In general, this theory is quite similar to the Situational Leadership theory, which has a strong emphasis on tailoring the leadership style to the circumstances and evaluating the demands of the followers to choose the most effective course of action.

Charismatic Leadership theory stresses the ability of the leader to enthuse people with their own unique attributes and attractiveness. Study shows that charismatic leaders have the ability to change

situations with their highly influence ability. Charismatic leaders hold strong beliefs in achieving goals; they have good communication skills, which are helpful in conveying their messages to their followers. Such leaders are often highly ambitious and look out for their followers by attending to their needs. Transactional Leadership theory places a strong emphasis on the collaboration that exists between the leader and followers, with incentives provided for desired action. On the other hand, Transformational leadership emphasizes the leader's capacity to compel subordinates to work for a shared objective and look beyond their own interest.

In modern organisations, a number of well-known leadership theories and models are frequently applied to achieve desired outcomes. The next part of the thesis describes few of these leadership theories that are often followed by the organizations.

### **2.2.1 The Great Man theory**

According to the Great Man's idea of leadership, certain people are innately equipped with the skills and traits required for leadership, while others are not. It implies that the most successful leaders are those who naturally possess traits like intelligence, courage, charisma, and vision, which help them to succeed in their organizations or society. The Great Man theory holds that leadership is a special quality that only a small number of people possess. The notion is based on the idea that some historical figures, such as Julius Caesar, Alexander the Great, and Napoleon, had exceptional leadership skills that allowed them to subjugate and rule over others (Hughes, Ginnett, & Curphy, 2021.).

Although the Great Man idea had a significant impact on the development of early theories of leadership, it has come under fire for failing to account for context, culture, and social influences as well as its narrow concentration on individual traits and attributes. Contemporary academics frequently make the case that leadership is a dynamic, complicated process that is influenced by a variety of elements, such as organizational culture, social norms, power structure, and historical background. Despite these objections, the Great Man notion is still prevalent in some organizations and in popular culture, where the idea that only a small number of people are born with the ability to lead is still held.

The majority of modern leadership theories, however, strongly emphasizes the importance of leaders tailoring their approaches to the particular contexts in which they find themselves. Each of these theories has its own advantages and disadvantages, and leadership academics are constantly debating which theory is most potent. In the end, effective leaders are those who are versatile to use a range of ideas and methods to point out the requirements of their team and subordinates (Haider et al., 2015).



### **2.2.2 Behavioral theory**

The Behavioral theory of leadership posits that influential leaders engage in specific types of behavior, resulting in improved performances of the team members. Such theories are focused on identifying and dissecting the actions that leaders, who are considered as effective, display (Drew, C., 2023).

The notion of the theory is that effective leadership can be assessed based on the course of action leaders are showing to achieve their goals and influence others. The Behavioral theory of leadership focuses on the actions and behaviors of leaders rather than innate traits. This theory suggests that effective leadership can be developed through learned behaviors and experiences. Behavioral theorists identified two main categories of leadership behaviors: task-oriented behaviors, which involve organizing work, setting goals, and monitoring progress; and relationship-oriented behaviors, which focus on building relationships, supporting team members, and promoting collaboration (Daft, 2020.).

There are several leadership styles supported by Behavioral theory. People-oriented leaders, task-oriented leaders, participative leaders, and status-quo leaders are some common types of leadership styles of Behavioral Leadership theory. People-oriented leaders have good communication skills; they encourage followers through a reward system and monitor and supervise them throughout the goal-achieving process. Task-oriented leaders are more concerned about achievement by any means rather than thinking of the proper well-being of the followers. They are more concerned about organizational vision and objectives. Participative leadership allows team members to join in decision-making processes, coming forward with new ideas and providing regular feedback for improvement. Status-quo leaders try to prioritize the company's goal and employees' satisfaction. Leaders divide the task equally, requiring regular progress reports and process-neutral feedback.

### **2.2.3 The Contingency theory**

The Contingency theory implies that there is no one optimal way to lead and the best approach depends on the circumstances of the organization. Contingency theory states that effective leadership is the alignment between the leader's style and the situational demands. This theory suggests that there is no fixed approach to leadership. The effectiveness of leadership can be measured based on the adapta-

bility power of the leaders to match the requirements of different situations. Contingency theorists emphasize the importance of considering task structure, leader-member relations, and positional power when determining the appropriate leadership style for a given situation (Hersey & Blanchard, 1988).

To accomplish organizational objectives, some activities may be quite organized and simple, while others may be trickier and less clear-cut. The task at hand may determine the best leadership approach. The traits and requirements of the organization can also affect how well a certain leadership style performs. For instance, a distinct leadership style may be necessary for highly driven and experienced followers compared to fresh or inexperienced followers. The values and organizational culture have an impact on the performance of any leadership style. A very hierarchical firm, for instance, would need a different leadership style than one that values equality more. The external environment also affects effectiveness of leadership style. A volatile political environment or fast-changing market may call for a more flexible and adaptable leadership style.

The Contingency hypothesis contends that there is no one 'best' leadership style and that the most successful leaders are those who can amend their approach depending on the circumstances. In complex dynamic companies, where a flexible and adaptable approach is needed to handle a fast-changing environment, this leadership style can be very effective (Al Rahbi., 2017).

#### **2.2.4 Situational leadership theory**

The Situational leadership theory strongly emphasizes the necessity of customizing one's leadership approach to suit the demands of various circumstances and subordinates. Situational leaders are adaptable and change their leadership style according to the degree of development and maturity displayed by their followers.

In the leadership philosophy known as situational leadership, the ideal way to lead is to adjust the leader's style to the circumstances and consider the requirements of the followers. This theory holds that there is no one-size-fits-all method of leadership, and managers must modify their approach to fit the needs of their subordinates and the circumstances.

Situational leadership suggests that leaders should employ several leadership philosophies based on the competency and dedication of their followers in particular tasks or circumstances. This model identifies four basic philosophies such as directing, coaching, supporting and delegating. Situational leader-

ship works best when followers are demotivated and not competent enough to solve the issues. Situational leaders supervise and continuously monitor them to overcome obstacles. A leader acts as a coach to uplift the potentiality and dedication of the followers by offering advice and criticism. He/she supports the followers with every possible resource and gives them the authority to assume responsibility for the tasks or projects.

The situational leadership approach places a strong emphasis on how important adaptability and flexibility are in leadership. Leaders can foster a more efficient and successful work environment by adapting their leadership style to the circumstances and the requirements of their followers. To be successful with this strategy, leaders must be adept at determining the needs and capacities of their followers and be willing to modify their leadership style as needed. (Babalola, S., 2016.)

### **2.2.5 Charismatic leadership theory**

The Charismatic leadership theory places a strong emphasis on a leader's capacity to uplift and inspire others through charm and personality. Charismatic leaders inspire followers and generate momentum toward a common objective by communicating clearly and passionately. The ability to inspire excitement and passion among their followers makes charismatic leaders seen as visionary and transformative. They have a compelling personality that enables them to emotionally connect with their followers. Leaders can instill confidence in their followers by being confident in their own skills and vision. Enthusiastic leaders are able to relate to and understand their followers on a profound emotional level, which enables them to engender devotion and steadfastness. Their charismatic personality helps them to sway opinions and win others over to their point of view and ideas. The willingness to take risks and explore unorthodox ideas encourages innovation and the creative powers of the followers.

In certain situations, such as during times of crisis or change, where a leader's capacity to inspire and motivate their followers is particularly vital, charismatic leadership can be a successful style of leadership. However, charismatic leadership can also have drawbacks, such as the possibility of developing a cult-like following or being unduly dependent on the leader's character and goals. It is crucial for charismatic leaders to be aware of these potential pitfalls, as with any leadership style, and to take precautions against them. (Gopal, R., 2014).

### **2.2.6 Transactional leadership theory**

The theory focuses on a leader's ability to use rewards and penalties to motivate a team to succeed. Transactional leaders incentivize their teams via a system of rewards and penalties. A leader who practices transactional leadership views has such a relationship with their followers where they try to motivate the latter by providing rewards or penalties based on how well they perform. This style of leadership is frequently related to older, hierarchical organizations where the boss is in charge of establishing objectives, giving feedback, and enforcing policies. The leader concentrates on attaining particular goals and objectives and they anticipate their followers to perform to a certain level in order to earn prizes or stay out of trouble. The leader gives their followers regular feedback and may use rewards like bonuses or promotions to encourage outstanding performances. The dark side of this leadership trait is that transactional leaders are more concerned with completing specific tasks and goals than they may be with their followers' personal growth or general well-being.

In general, highly structured, task-oriented settings are one setting where transactional leadership can be successful. In a more dynamic and complicated organization, where good leadership necessitates flexibility and adaptability, it might not be as effective. Furthermore, transactional leadership might not be as effective in inspiring followers' intrinsic motivation or encouraging their creativity and innovation. (Clinebell, S., 2013.)

### **2.2.7 Transformational leadership theory**

According to the transformational leadership view, transformational leaders assess the potentiality of their followers to fulfil the existing tasks, while foreseeing expansion of the upcoming responsibilities. (Dvir et al., 2002).

Abazeed (2018) stated in his journal that transformational leadership helps boost the achievement and self-development of not only the followers themselves but also of the whole teams and organizations. The transformational leader increases awareness of critical issues while increasing the employees' self-confidence, shifting their goals from care and interest to survival to higher achievement, progress and self-development. A few crucial traits of transformational leadership are inspirational motivation, idealized influence, intellectual stimulation, and so on. Transformational leaders inspire and motivate their people to complete tasks by conveying a compelling vision and feeling of purpose. They act as an

example for their followers, exhibiting a high degree of moral character and dedication to the organization's objectives. The leader becomes trustworthy by showing interest in the follower's personal and professional achievements, making criticism, and giving chances for personal improvement. Transformational leaders stimulate their followers intellectually by challenging them to think creatively and come up with fresh, original solutions to issues.

Overall, transformational leadership is considered a very effective leadership theory for organizational success and development as employees share the same vision, leaders challenge them to think out of the box, and motivate and mentor them to achieve objectives.

### **2.3 Cultural impact on leadership**

Culture has a great impact not only on the society of a country but also on the organizational leadership and employees' behavior towards the work environment. Before choosing a leadership style, it is highly necessary to consider the cultural aspects that have been shaping the nature of the followers.

To analyze the culture of a nation, Geert Hofstede and his research team presented a six-dimensional model after conducting an extensive search for tackling global diversity challenges in both academic and professional fields. The 6D Model helps to measure cultural distinctions of different countries based on national values, beliefs, and societal norms that have been practiced over the year. Power Distance Index (PDI), Individualism versus Collectivism (IDV), Masculinity versus Femininity (MAS), Uncertainty Avoidance Index (UAI), Long-Term Orientation versus Short-Term Normative Orientation (LTO), and Indulgence versus Restraint are the six elements of the 6D model provided by Hofstede (Hofstede et al., 2010) after several research studies.

The Power Distance Index (PDI) represents the degree to which cultures encourage and practice power distribution equality in a society or organization. High PDI indicates strict hierarchical orders and inequality, and low PDI is a symbol of distributed powers and demand for jurisdiction. Through Individualism vs Collectivism (IDV), to which extent members of society practice independent relationships or integrate as a group can be analyzed. High IDV means individuals are concerned about themselves and their immediate family. Contrarily, low IDV refers to the sense of responsibility among group members and their togetherness.

Countries with a high MAS index refer to masculinity, where competitive statuses such as achievement, heroism, assertiveness, and material rewards for success are highly preferred. A low MAS index shows a femininity culture of dominant values to care for others and supportive relationships.

The Uncertainty Avoidance Index (UAI) represents to which extent people in societies feel uncomfortable with unstructured and uncertain situations and minimizes the consequences of the situations in which steps have been taken. High UAI means people are taking measurements to control the future. Low UAI refers to less concern about the future and going with the flow of nature.

Long-Term Orientation versus Short-Term Normative Orientation (LTO) index helps to understand the nation's willingness to connect with past events to make success in the present and future obstacles. High LTO refers to the fact that society is focusing on achievements through sustainable latest learning systems. Contrarily, low LTO means short-term normative approaches where people follow traditions and norms strongly. They don't accept change easily.

Indulgence versus Restraint (IVR) shows to what extent people control their desires and impulses. High IVR means strong control over social norms and Low IVR indicates that people in society can have more freedom and enjoy their life according to their desire.

Culture shapes the behavior and expectations of people living within society. It also determines the nature of employees and their expectations towards leaders and organizations. After exploring the culture of Bangladesh in the Hofstede 6D Model, the following overview of cultural practice can be found.

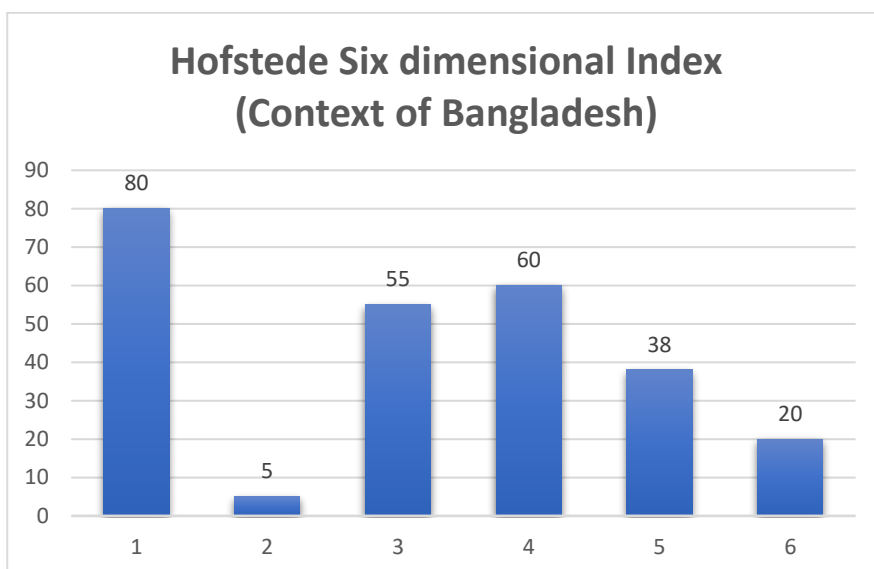


FIGURE 4. Hofstede Six-dimensional Index (Context of Bangladesh) obtained from Hofstede's six-dimensional index country comparison tool. Available on <https://www.hofstede-insights.com/country-comparison-tool>.

Bangladesh scored a high PDI of 80, showing that people accept a strong hierarchical order, which also means that organizations have inherent inequalities without jurisdiction. Centralization is popular and employees expect to get directions from leaders, and they don't judge the benevolent autocrat leaders.

Bangladesh is practicing a high collectivism with a score of 5. Loyalty among the people towards the group can be noticed significantly. They have a trend to take responsibility for each other. Employee and employer relationships are perceived in moral terms. For the MAS index, with a score of 55, Bangladesh has a culture of motivating employees for achievement and success, managers are expected to be always positive and have strong confidence to achieve goals. There is a concept that 'people live to work'. Additionally, Bangladesh scores 60 in UAI meaning that people are highly concerned to work for avoiding uncertain situations and having job security. The country scored 86 on the Long-term-oriented index scale. The people of Bangladesh have a normative culture where they are usually strict with the traditional learning system and are focused on quick success.

Bangladesh scored a very low score of 20 in Indulgence versus Restraint (IVR), showing that people's actions are highly restrained by social norms. As society does not give much emphasis on leisure time and mostly controls their desires, the working culture is also not very focused on work-life balance. All these aspects influenced employees' behaviour and their expectations from their organizations. A successful leadership style can be established considering these cultural indexes of the countries.

## **2.4 Employee performance**

The term "Employee Performance" refers to how well an employee does their job, meets goals and targets, and adds more value to the organization's success as a whole. It includes the amount and quality of work done by an employee, as well as their level of skill, knowledge, and behavior when doing their jobs (Memon 2014).

Experts in management often say that an employee's performance isn't just measured by how much they get done or how productive they are, but also by how well their work fits in with the organization's goals and ideals. It means figuring out how well an employee uses their knowledge, skills, and abilities to help the organization succeed, as well as how well they show the right attitudes, work well with others, and stick to the Organization's values (Memon 2014).

Employee success is affected by many things, such as clear goals, good leadership, motivation, proper communication, training and development, and a supportive work atmosphere. Experts in management stress the value of regular feedback, performance reviews, and recognition as tools for improving employee performance and managing them.

In the end, employee performance is a key part of an organization's success, as high-performing employees add to improved productivity, innovation, customer satisfaction, and overall business outcomes. Effective performance management practices help companies get the most out of their employees and build a culture of always getting better (Memon 2014).

#### **2.4.1 Factors affecting employee performance**

Employee performance in an organization is the efficacy, productivity, and caliber of the work produced by a single person or team of employees. It entails assessing how well employees carry out their assigned responsibilities, meet goals and objectives, and contribute to the overall accomplishment of the organization's mission. It is a crucial component of organizational success.

There are several factors which can affect employee performance in an organization. Employees must be aware of the performance standards that are expected of them. Only then can they direct their efforts in accordance with clearly established expectations. Employees can better focus their efforts and monitor their own performance by following SMART goals, which refers to specific, measurable, achievable, relevant and time-bound goals. Goals can stay aligned with organizational objectives with the help of frequent feedback and performance conversations. Offering employees opportunities for relevant training and development gives them the information and abilities they need to do their jobs well. Employee performance can be improved, and morale is raised through continuous learning.

Effective leadership is very crucial in employee performance. Good leaders offer direction, encouragement, and support by providing a pleasant work atmosphere and enabling staff to give their all potential. When the leader, as well as the management, provides constructive feedback on a regular basis, it enables employees to recognize their own strengths, areas of development, and level of goal achievement. They can make required modifications and advance their careers with timely feedback. Rewarding the best performers affects employee performance by encouraging others to strive for excellence with positive behavior. It may consist of monetary rewards, widespread acclaim, job advancements, or new obligations.



Maintaining a positive work-life balance helps employees stay happy and reduces the risk of burnout. Strong departmental and team collaboration and effective communication improve employee performance. Cooperation, coordination, and the exchange of ideas and information are all facilitated by open channels of communication. Moreover, employee engagement, satisfaction and dedication are fostered by an encouraging and positive organizational culture. Employee performance gets higher when they feel respected, valued and a part of the organization's mission. Periodic performance assessments offer a formal chance to evaluate employee performance, pinpoint areas that need improvement and acknowledge accomplishments. Employees can better grasp their position and contribute to their professional development with the aid of objective and fair evaluations.

It is crucial for businesses to develop an environment that supports and encourages employee performance. Organizations may promote a motivated and productive staff by concentrating on these factors, which will increase productivity, innovation, and overall organizational success (Ramlan, R., 2018.).

#### **2.4.2 Measures to improve employee performance**

A holistic strategy that takes into account different facets of the workplace, employee development, and motivation is necessary to improve employee performance in the organization. Establishing SMART goals for the organization and making clear the expectations from the employees will help to measure employee performance and figure out the place for improvement or to take action as per the company's rules and regulations. Giving enough opportunities for pertinent training and development to advance employees' abilities can promote lifelong learning and assist staff in developing professionally. Mentoring programs, online courses, workshops, and seminars are helpful in this regard.

Creating a feedback-rich environment where management regularly provides constructive criticism, addresses issues, and identifies opportunities for development by holding performance discussions, will give employees the assistance and direction they need to succeed in their jobs. Organizations can do market research to see whether their performance appraisal system is relevant to the competitor's organization. If the employees feel pressured by the currently established system, eventually they will get frustrated and unfocused on work. Engaging staff in decision-making processes, soliciting their input, and respecting their viewpoints will give them a chance to feel their values in the organization. To support employees in both physical and emotional health, companies can introduce workshops on work-life balance, employee assistance programs and wellness initiatives.

Management needs to keep in mind that every organization is different; therefore, customize these techniques to fit with the culture, values, and particular objectives of own organization. To guarantee that these initiatives successfully boost employee performance and promote the success of the organization, regularly evaluate them, and adjust in light of feedback and results (Aspers, P., 2019).

### **3 PRESENTATION OF SURVEY RESULT AND ANALYSIS**

This section of the thesis research paper is focused on representing the survey result in a quantitative approach to establish the statement that leadership has an impact on employees' job performance. The survey questionnaire was prepared, and the survey was conducted with Google Form, the online tool to develop surveys in a comparatively easy way.

The survey was conducted on the employees of SSL Wireless, a techno-based company in Bangladesh, as the author is also from Bangladesh and is acquainted with the company's management. It included a questionnaire where 25 employees of SSL Wireless took part to provide their valuable perspectives. A psychometric rating scale, i.e., a Likert scale from 1 to 5 was used to achieve the desired result and to eliminate the neutral choice from respondents. It was also helpful to direct the responses of the participants in one direction.

#### **3.1 Presentation of the survey**

The survey included fifteen statements that were used to serve as additional parameters to answer the research questions. Participants were requested to appraise the degree of their perspective on the given statement following the Likert scale.

##### **3.1.1 Gender of the participants**

In the survey, out of 25 participants, 16 persons were male, 8 persons were female, and one person did not want to disclose their gender identity (Figure 5). It is noticeable that the number of male employees working in SSL Wireless is significantly higher than female employees. There is a scope to make gender equity. However, such ratio also indicates that the participation of women in technology-based jobs is very low.

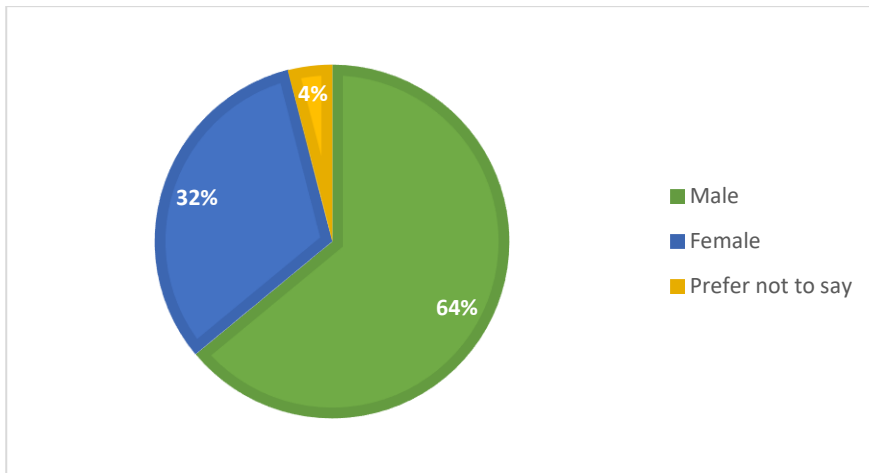


FIGURE 5. Gender of the participants

### 3.1.2 Age group

The age group was divided into seven segments, consisting of participants aged 20-25, 26-30, 31-35, 36-40, and 40+ years old people. As per the result, 56% of the participants are from the 26-30 age group (Figure 6). It defines that the maximum number of people working in SSL Wireless is comparatively young.

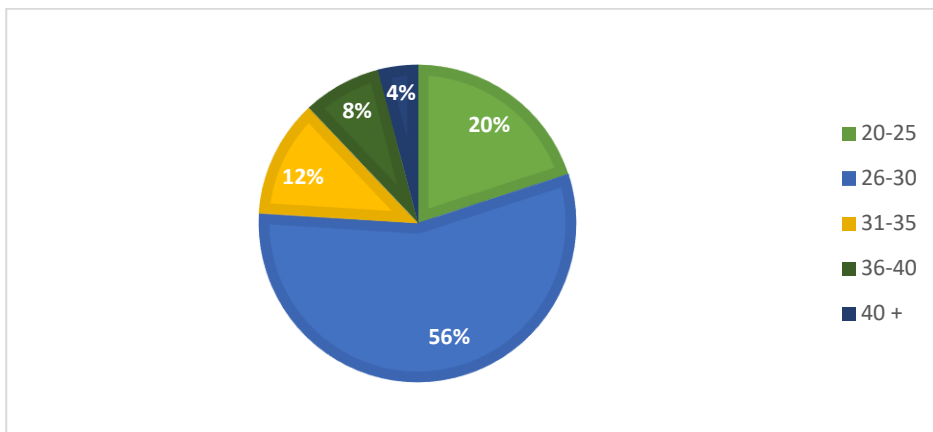


FIGURE 6. Age group of the participants

### 3.1.3 Educational background

Most of the participants have at least a bachelor's degree or equivalent, whereas 52% of the participants hold a master's degree too (Figure 7).

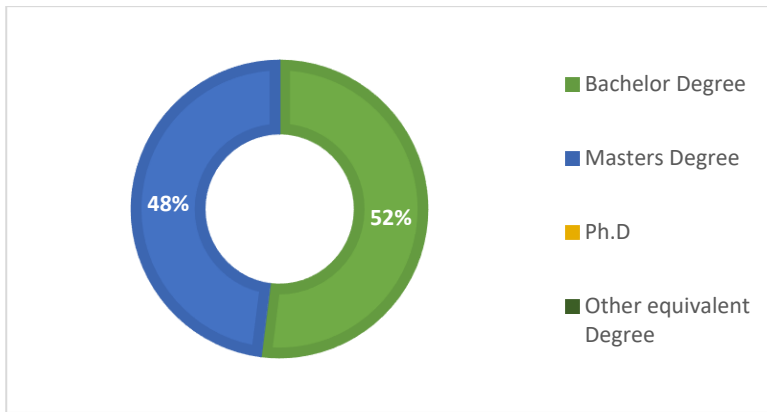


FIGURE 7. Educational background of the participants

### 3.1.4 Questionnaire analysis

The interpretations of the answers received from the participants of SSL Wireless are shown accordingly.

**Question 1: I have regular communication with my supervisor, and we discuss issues related to work in detail on a regular basis.**

In question one, the goal was to understand the communication between the supervisor and the employees working in different departments of the organization.

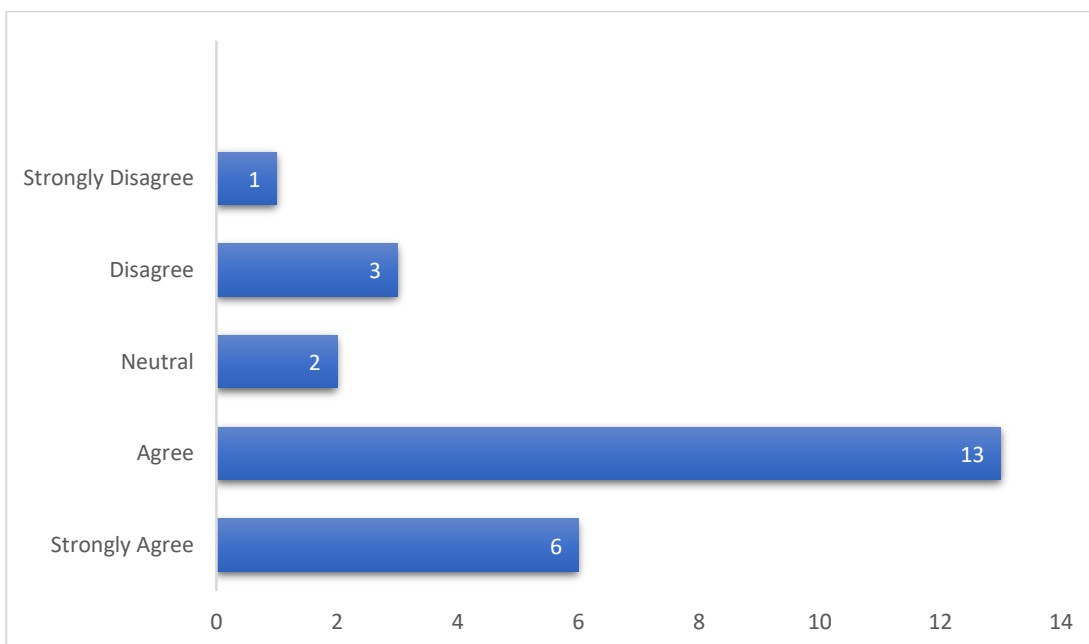


FIGURE 8. Graphical Representation of participants' responses to question number 1

As per the result of the survey, 76% (agree 52% + strongly agree 24%) of the respondents agree that they have regular communication with their supervisor (Figure 8). It indicates that SSL Wireless practices a 'Democratic Leadership' style in their organization.

**Question 2: My supervisor is always keen to guide me to resolve my problems at work and also stands by me in challenging situations.**

Question two focused on whether the supervisor helps their subordinates finish their assigned duties and helps them in times of crisis moment. Also, the motive was to find out if the supervisor guides employees to resolve any problems that arise at work.

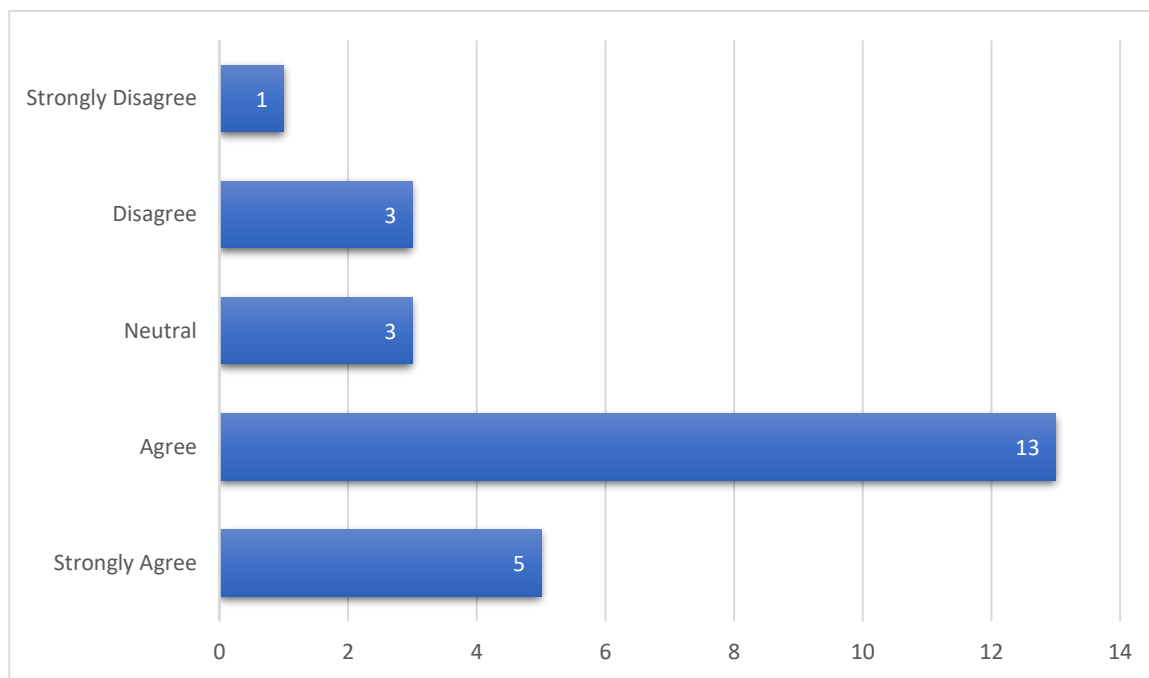


FIGURE 9. Graphical Representation of participants' responses to question number 2

As per the survey result, 72% (agreed 52% + strongly agreed 20%) of the respondents agreed that their supervisor guides them to resolve issues within the organization. Only 16% of respondents believe that the supervisor is not helpful at all (Figure 9). It implies that a democratic leadership style has been practiced in SSL Wireless.

**Question 3: I can share my personal problems and feelings with my supervisor; he/she counsels me to mentally heal and guides me deal with such kind of situations.**

Question number three is focused on the employee's aspect. The aim was to see if the employees could share their personal problems and feelings with their supervisor. It also helps to find out if the supervisor shows empathy towards their subordinates.

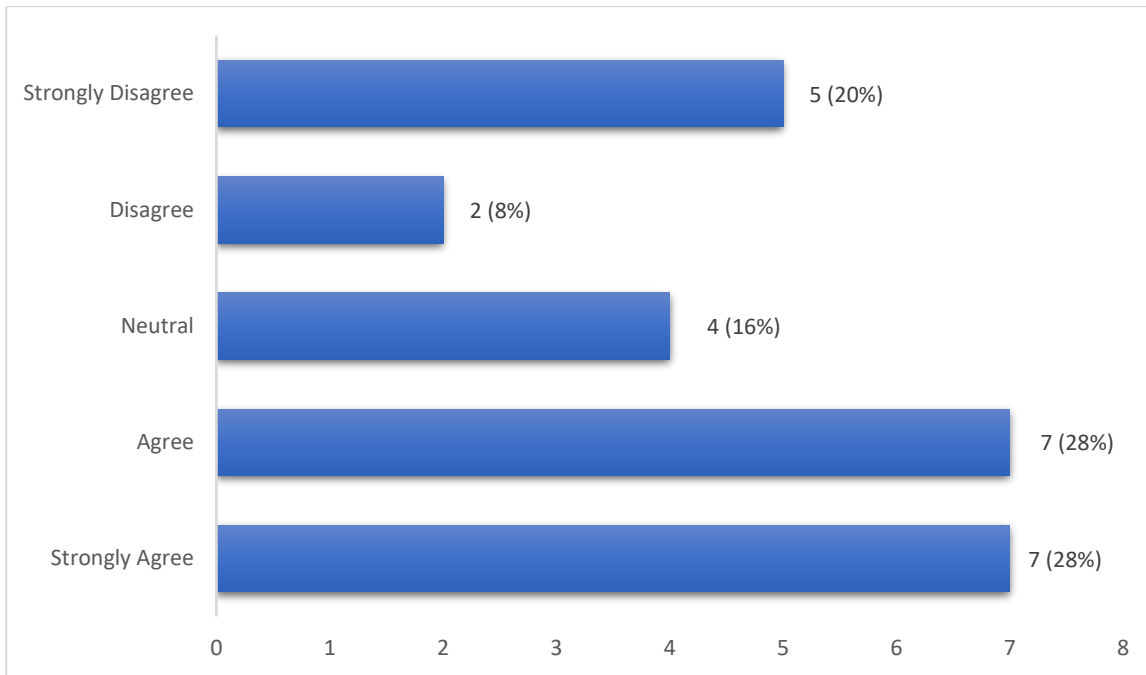


FIGURE 10: Graphical Representation of participants' responses to question number 3

The survey result shows that 56% (agreed 28% + strongly agreed 28%) of the participants agree that their supervisor shows empathy towards them when they feel any emotional obstacles. However, the other 16% of respondents were neutral. The rest of the 28% (disagreed 8% + strongly disagree 20%) respondent disagreed regarding the empathy of their supervisor (Figure 10). Therefore, a conclusive decision regarding the practiced leadership style in SSL Wireless could not be made.

**Question 4: My supervisor gives me flexibility to complete my tasks whenever I am in personal hardship.**

Question number four demonstrated if the supervisor is flexible regarding work deadlines when the subordinate employee goes through any major emotional issues or personal problems.

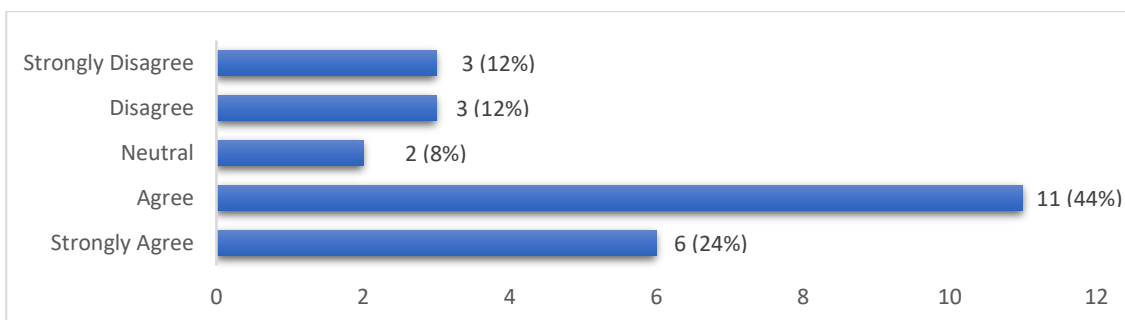


FIGURE 11: Graphical Representation of participants' responses to question number 4

Here, 68% (agreed 44% + strongly agreed 24%) of the respondent agree that their supervisor is flexible and helpful in terms of personal hardship. Another 24% (disagree 12% + strongly disagree 12%) respondents do not believe this statement (Figure 11). Therefore, it can be concluded that SSL Wireless practices a democratic leadership style in their organization.

**Question 5: My supervisor always discusses the processes at work and he/she ways values our opinion. It is always a Two- way communication.**

Question number five was aimed at understanding if the supervisor discusses the processes at work and gives value to others' opinions. Furthermore, if the communication is two-way or not.

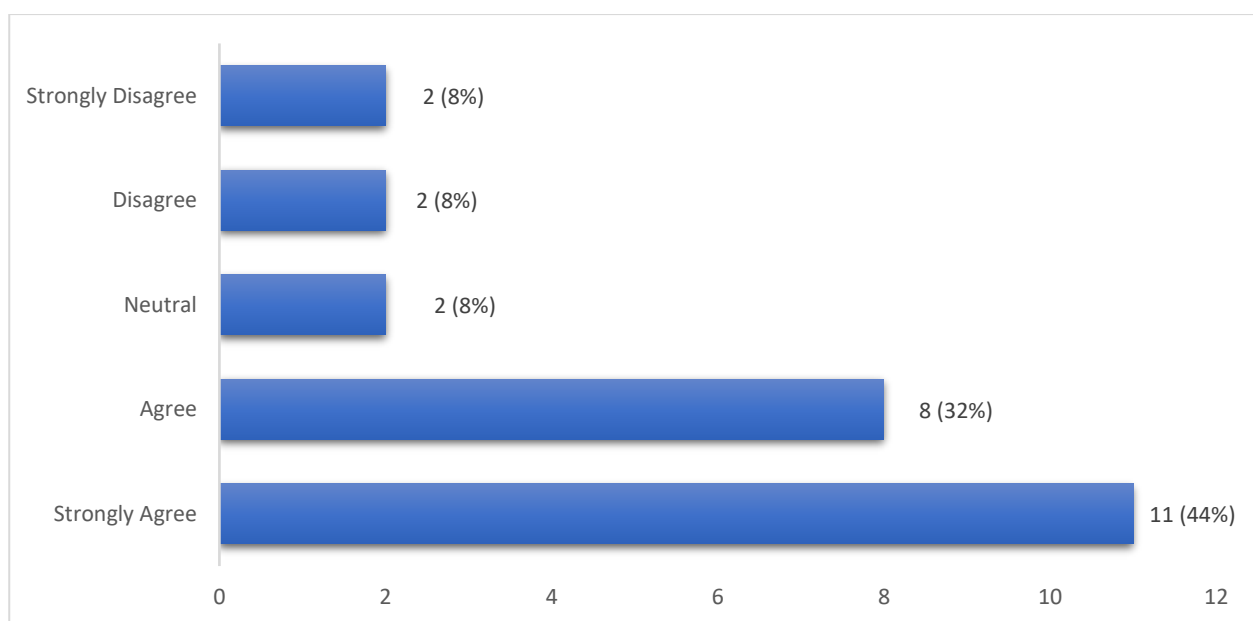


FIGURE 12. Graphical Representation of participants' responses to question number 5

As per the result of the survey, 76% (agree 32% + strongly agree 44%) of the respondents agree that their supervisor discusses the work procedure and gives value to their opinion. Another 16% (disagree 8% + strongly disagree 8%) of respondents do not believe the statement (Figure 12). And this trait goes with a democratic leadership style.

**Question 6: I often get training on hard and soft skills with a purpose of getting prepared for the next level.**

Question number six was to find out the training culture of SSL Wireless whether the employees get enough training to perform in the next level of work or not.



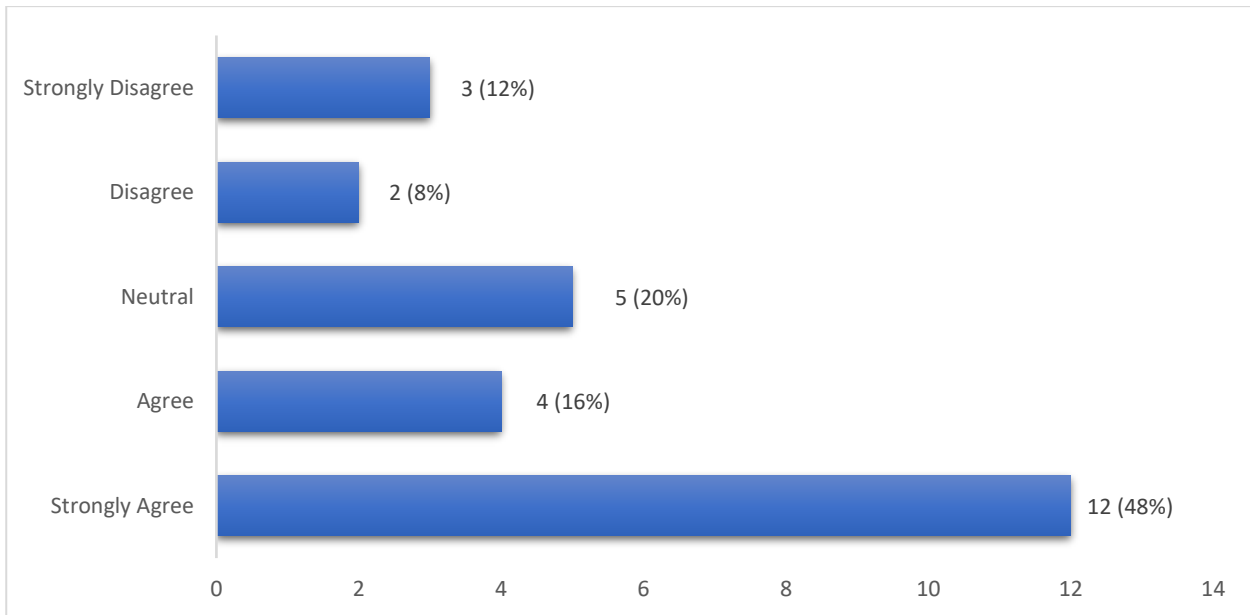


FIGURE 13. Graphical Representation of participants' responses to question number 6

Here, 64% of the respondents (agree 16% + strongly agree 48%) agreed that they get the opportunity of various trainings when they needed (Figure 13). According to the democratic leadership style, leaders provide opportunities for their followers' personal growth by offering essential training.

**Question 7: The management always shares the objectives of the projects with the employees.**

**We remain clear about what we are doing, and which goals are to be achieved by our work.**

Question number seven shows if the management shares the objectives of the projects with the employees and they remain clear about what they are doing, and which goals are to be achieved within the timeline.

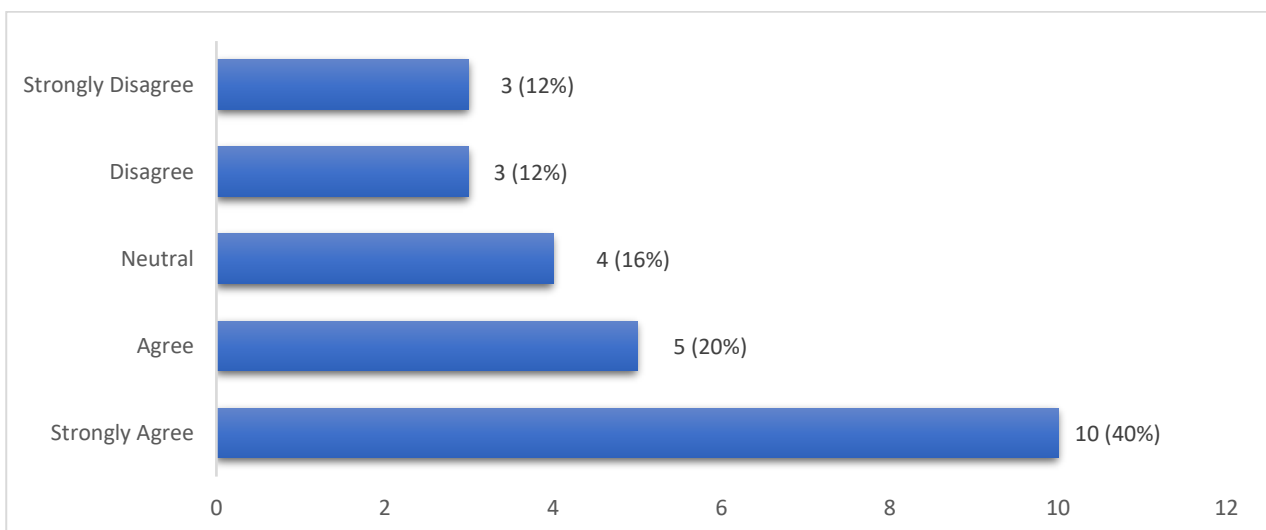


FIGURE 14. Graphical Representation of participants' responses to question number 7

As can be seen, 60% (agree 40% + strongly agree 20%) of the participants agreed that they are well aware of the organizational objectives. Among others, 16% of the respondents were neutral, and 24% of respondents disagreed with this statement (Figure 14). It clearly identifies that SSL Wireless practices a democratic leadership style in their organization.

**Question 8: Employees get recognized and praised for sharing new ideas in the company.**

The aim of question number eight was to see if SSL Wireless welcomes new ideas from the employees and appreciates them.

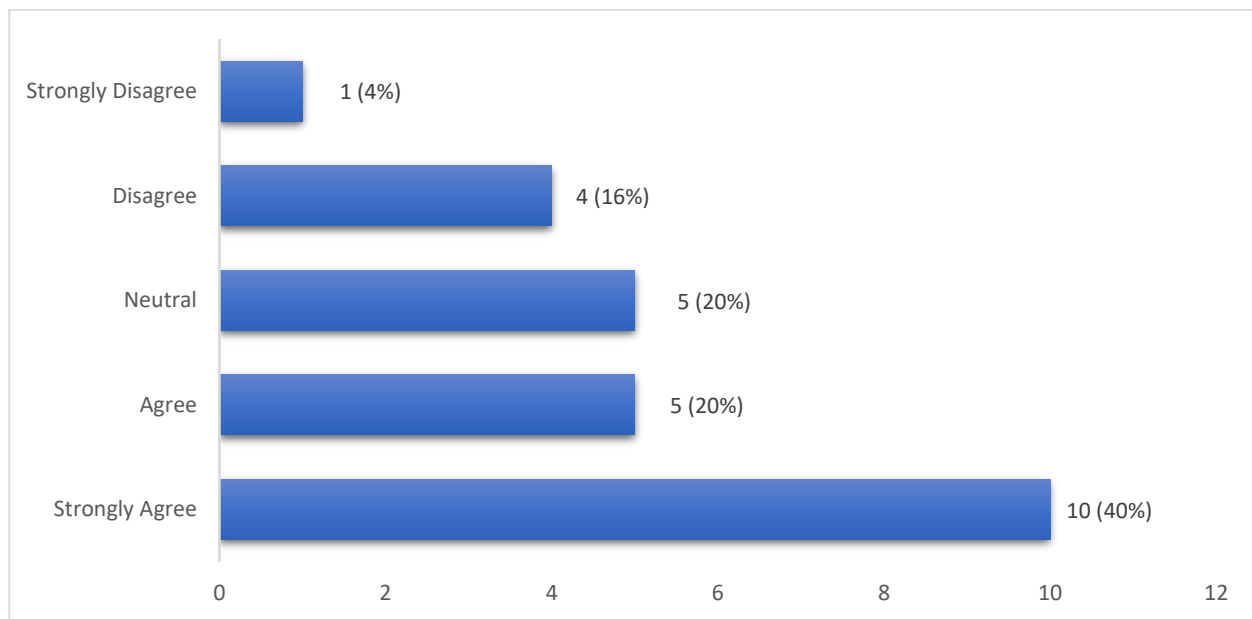


FIGURE 15: Graphical Representation of participants' responses to question number 8

According to the result of the survey, 60% (agree 40% + strongly agree 20%) of the respondents agreed that their organization welcomes new ideas from the employees and appreciates it (Figure 15). However, 20% of respondents disagreed with the issue. As the majority of the employees supported the statement, it indicates that the organization is practicing a democratic leadership style.

**Question 9: We are empowered to take certain level of decisions and line managers always encourage us to think independently to resolve issues.**

In question number nine was aimed to find out if the employees are empowered to make certain levels of decisions and if line managers always encourage them to think independently to resolve issues.

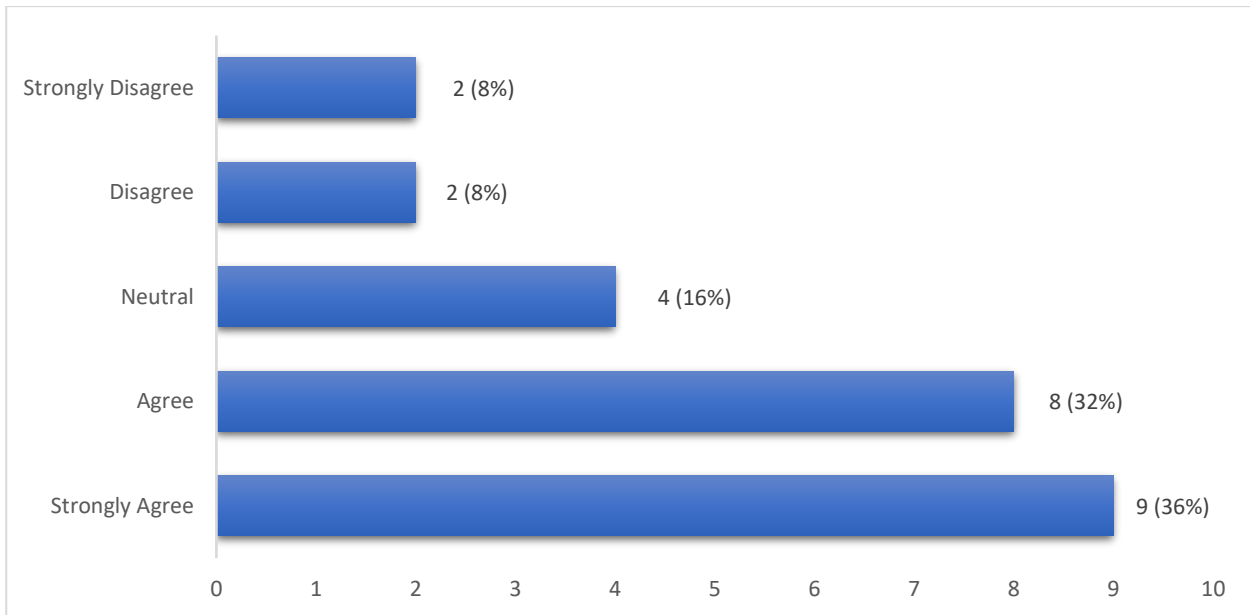


FIGURE 16. Graphical Representation of participants' responses to question number 9

In this question, 68% (agree 36% + strongly agree 32%) of the respondents agree that they are empowered to participate in the decision-making process and the line managers also encourage them to think independently to resolve issues (Figure 16). This characteristic can be seen in democratic leadership styles.

**Question 10: Ethics, Justice and collectiveness are highly valued in our work culture. People are clearly oriented about it by HR Department at the time of joining.**

Question number ten is to understand whether the employee is trained in ethics, justice, and collectiveness.

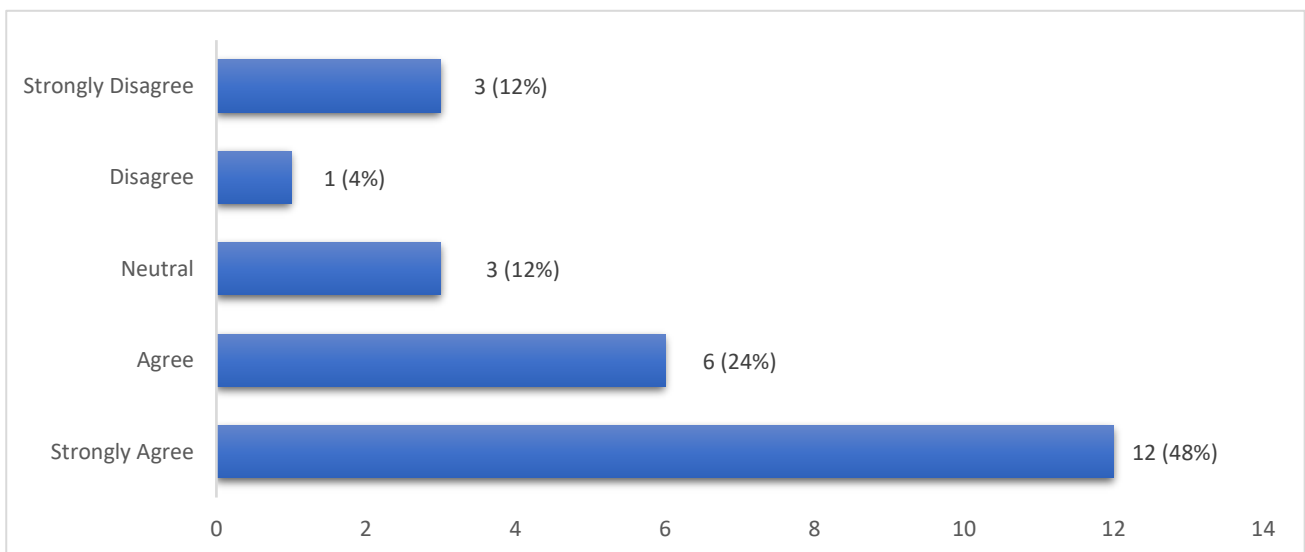


FIGURE 17: Graphical Representation of participants' responses to question number 10

Here, 72% of the respondents (agree 24% + strongly agree 48%) agreed that their organization promotes ethics, justice, and collectiveness (Figure 17).

**Question 11: You are highly motivated to go-extra mile for the betterment of your supervisor and team.**

Question number eleven is to look at the situation where employees are motivated enough to do extra work for their organization or not.

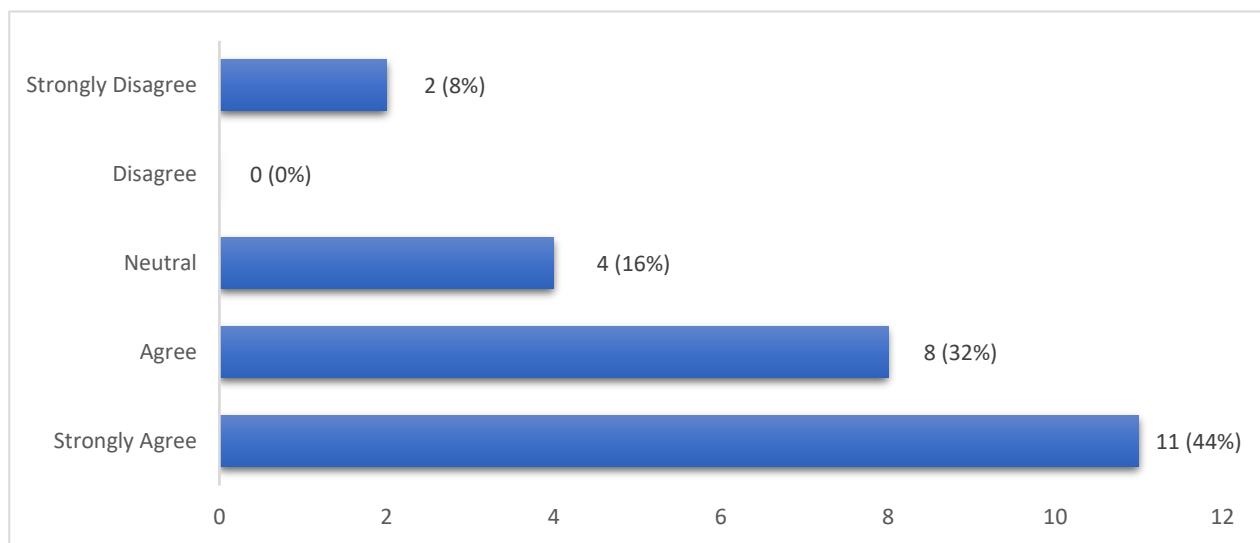


FIGURE 18: Graphical Representation of participants' responses to question number 11

The result of the survey shows 76% (agree 44% + strongly agree 32%) of the respondents agreed that they feel to go the extra mile for the success of the team (Figure 18). It indicates that SSL Wireless practices a democratic leadership style and encourages employees to think for the betterment of the organization.

**Question 12: You have a long-term plan with your company.**

The next survey statement, i.e., question number twelve, is to find out if the employees are interested in having a long-term career plan with the organization.

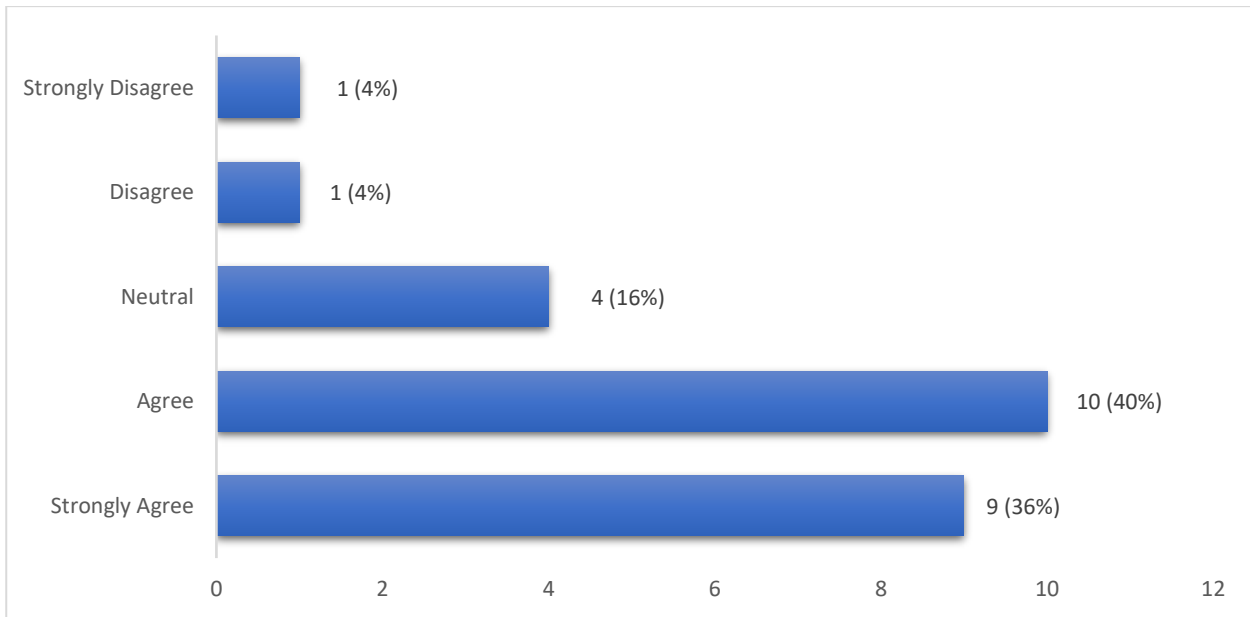


FIGURE 19. Graphical Representation of participants' responses to question number 12

As per the result of the survey, 76% (agree 36% + strongly agree 40%) of the participants agreed that they have a long-term career plan with SSL (Figure 19). This is a good sign for the company.

### Question 13, 14&15: Employee satisfaction and Feeling of Empowerment

In question number thirteen, fourteen and fifteen findings we tried to focus on whether the employees feel satisfied with their organization and feel empowered.

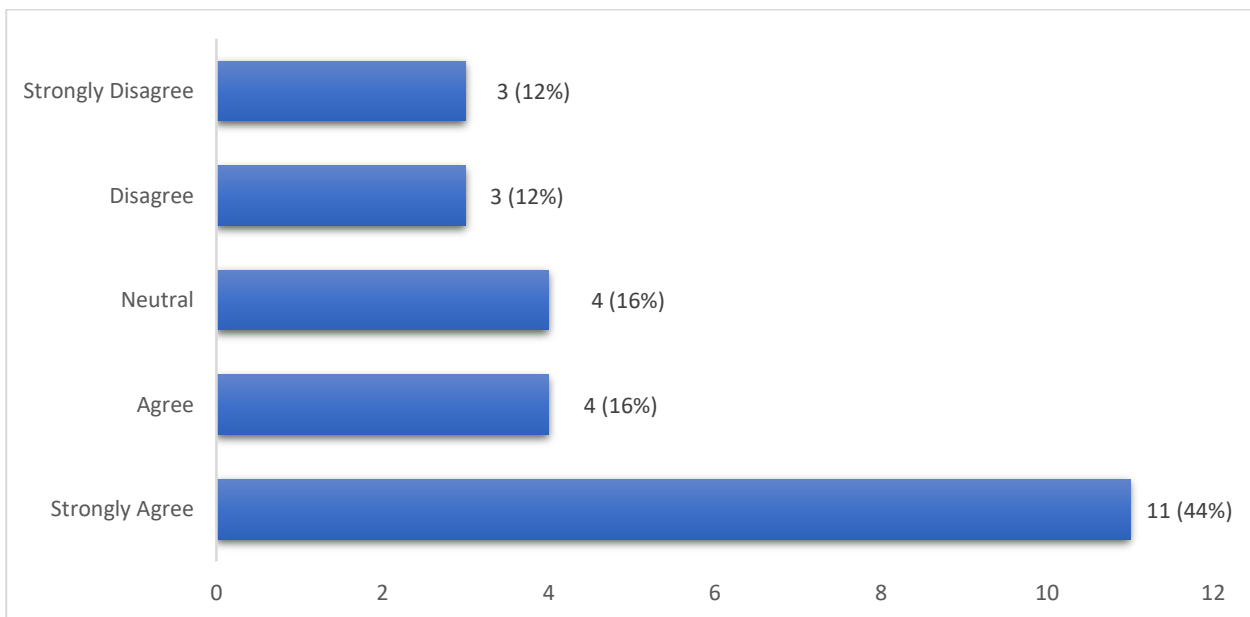


FIGURE 20: Graphical Representation of participants' responses to question number 13

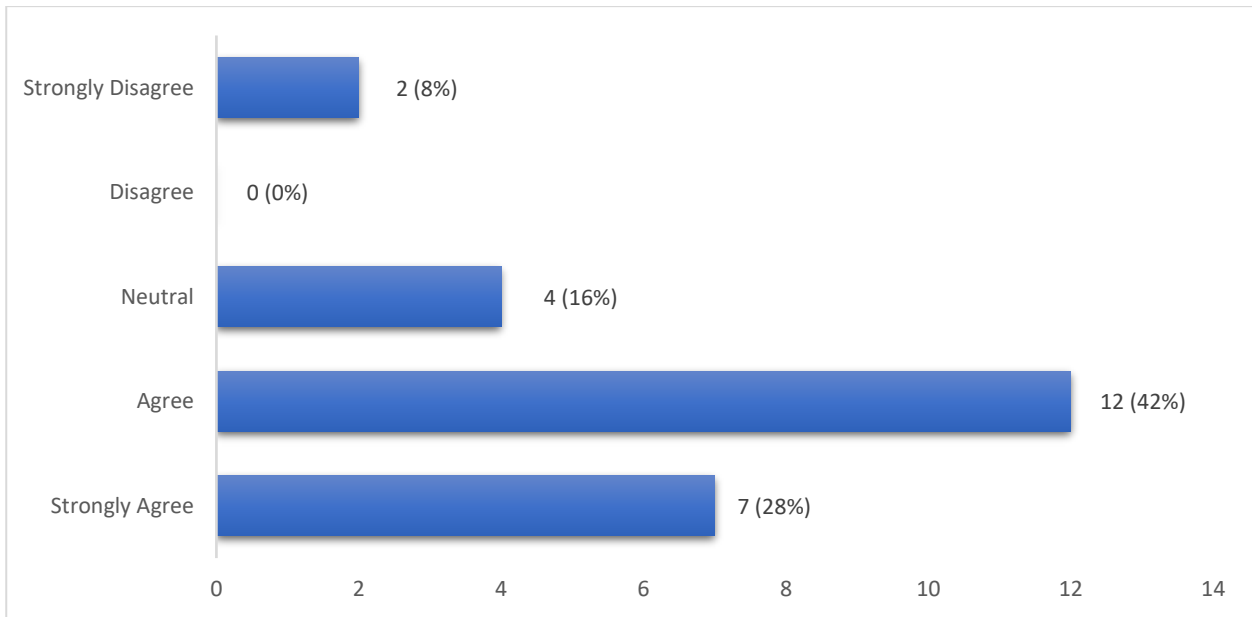


FIGURE 21: Graphical Representation of participants' responses to question number 14

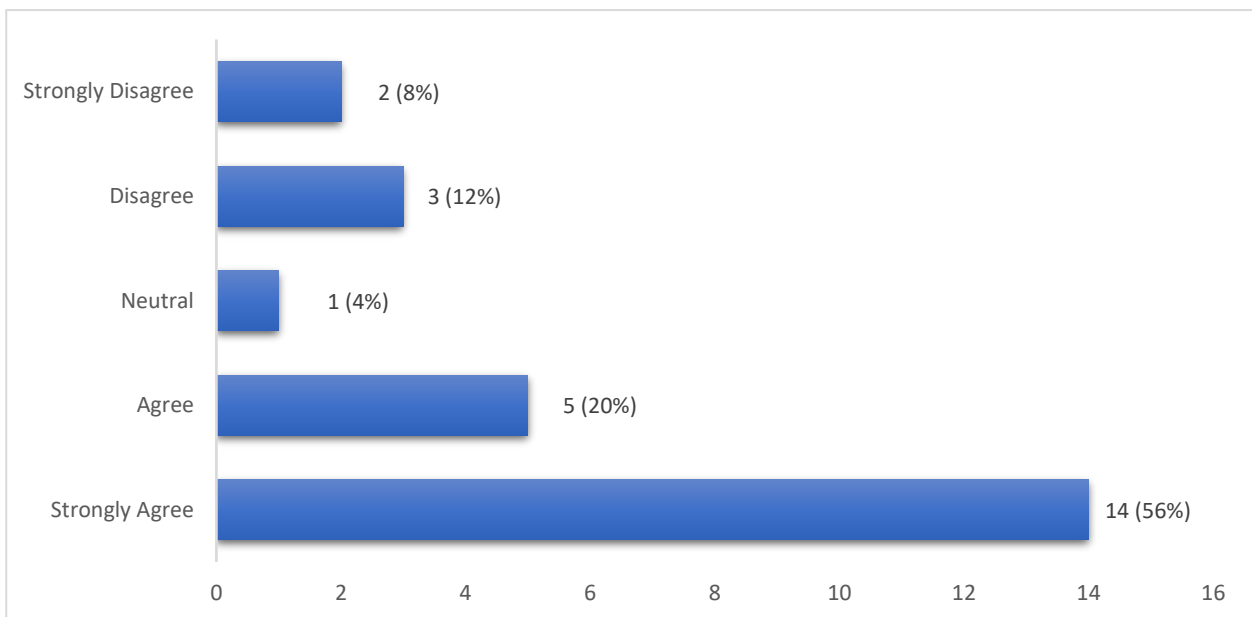


FIGURE 22: Graphical Representation of participants' responses to question number 15.

In all three aspects, positive responders are 70%, 76% and 76%, which means most of the employees feel that their organization is better as a workplace and the leadership style of the supervisor is helping them to perform better (Figure 20, 21 and 22).

### 3.2 Likert scale analysis

The Likert scale is a user-friendly psychometric rating scale mostly used to get quantitative measurements of the research questionnaire. Respondents are often asked to rate their perspective as strong agreement or strong disagreement with a series of statements or items on a predetermined scale, i.e., a 1-5 or 1-7 score, as a part of the research. Later, these opinions are interpreted in more structured and meaningful ways to support the research objectives. The survey results of the research are shown below.

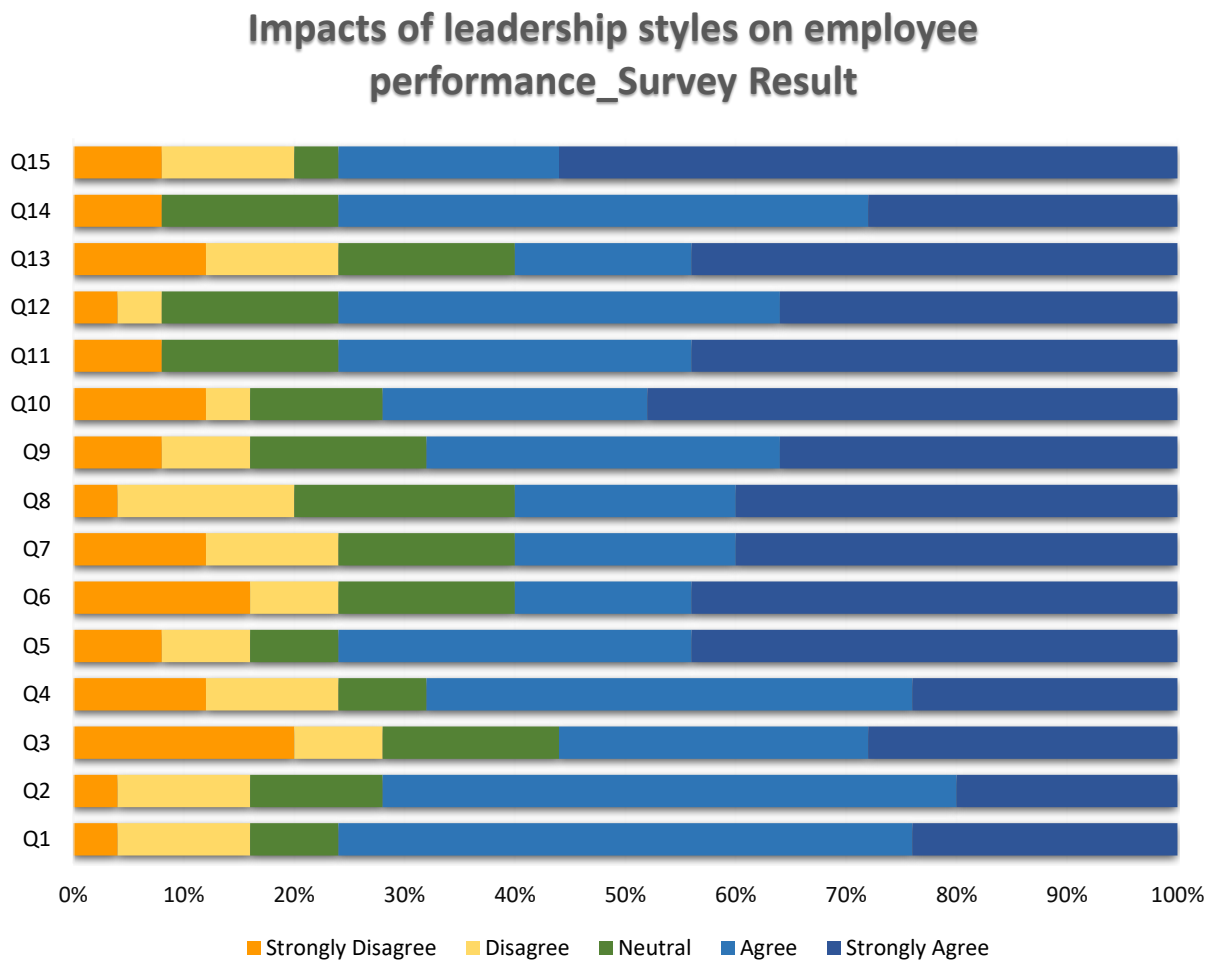


FIGURE 23. Likert scale bar chart according to the survey results.

According to the Likert scale bar chart (Figure 23), it can be observed that more than 70% of the participants responded in an agreeable manner to the thesis research questions. It is a sign that leadership has a positive impact on employee performance.

### 3.3 Hypothesis testing using statistical tool

Statistical analysis helps in hypothesis testing by using sample data that support two exclusive theories about the properties of the population.

For analyzing the result, the Mean is considered as the average of all scores and the Standard deviation is an indication of how wide a range of answers there was. A low standard deviation means there was a strong agreement about the answers, and a high standard deviation refers to the wide range of answers, indicating disagreement.

TABLE 1. Hypothesis testing using statistical tools.

Question Number	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
1	13	3	2	6	1
2	13	3	3	5	1
3	7	2	4	7	5
4	11	3	2	6	3
5	8	2	2	11	2
6	4	2	4	11	4
7	5	3	4	10	3
8	5	4	5	10	1
9	8	2	4	9	2
10	6	1	3	12	3
11	8	0	4	11	2
12	10	1	4	9	1
13	4	3	4	11	3
14	12	0	4	7	2
15	5	3	1	14	2
Mean	7.34	2.13	3.10	8.91	2.06
Median	8.00	2.00	4.00	10.00	2.00
Mode	8.00	3.00	4.00	11.00	2.00
Standard Deviation	3.20	1.19	1.11	2.58	1.18
Variance	10.21	1.41	1.24	6.64	1.38

According to the statistical analysis, the Standard Deviation is very low, indicating that most of the respondents agreed with the statements indicating that Leadership is impacting their performance and overall corporate culture.

#### 3.3.1 Chi-Square test

The survey response author used for analysis is considered as the ordinal variable. For testing the earlier-mentioned hypothesis, Chi-Square testing will be used in this thesis research. The Chi-Square test



helps to find out the difference between observed values and expected values, which is also a path to correlate ordinal variables of the data received from the survey.

Here, the following Chi-Square formula will be used to find the desired result.

$$X^2_c = \sum (O_i - E_i)^2/E_i$$

Where,  $\chi^2$ = Chi Square

$O_i$  = Observed Value

$E_i$ = Expected Value

And Degree of freedom for this survey (df) is, n-1, i.e., 5-1 = 4

The initial Statement of Hypothesis was as follows:

$H_0$ : Leadership style has no significant impact on employee performance.

$H_1$ : Leadership style has a significant impact on employee performance.

The expected values of received data for each of the cells have been calculated using the below-mentioned formula,

Expected Value ( $E_i$ ) =(Raw Total  $\times$  Column Total)/Total Number of Observation

TABLE 2. Calculation of observed value and expected value.

Observed value.

Question Number	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree	Total
1	13	3	2	6	1	25
2	13	3	3	5	1	25
3	7	2	4	7	5	25
4	11	3	2	6	3	25
5	8	2	2	11	2	25
6	4	2	4	11	4	25
7	5	3	4	10	3	25
8	5	4	5	10	1	25
9	8	2	4	9	2	25
10	6	1	3	12	3	25
11	8	0	4	11	2	25
12	10	1	4	9	1	25
13	4	3	4	11	3	25
14	12	0	4	7	2	25
15	5	3	1	14	2	25
Total	119	32	50	139	35	375

Expected value

Question Number	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
1	7.93	2.13	3.33	9.27	2.33
2	7.93	2.13	3.33	9.27	2.33
3	7.93	2.13	3.33	9.27	2.33
4	7.93	2.13	3.33	9.27	2.33
5	7.93	2.13	3.33	9.27	2.33
6	7.93	2.13	3.33	9.27	2.33
7	7.93	2.13	3.33	9.27	2.33
8	7.93	2.13	3.33	9.27	2.33
9	7.93	2.13	3.33	9.27	2.33
10	7.93	2.13	3.33	9.27	2.33
11	7.93	2.13	3.33	9.27	2.33
12	7.93	2.13	3.33	9.27	2.33
13	7.93	2.13	3.33	9.27	2.33
14	7.93	2.13	3.33	9.27	2.33
15	7.93	2.13	3.33	9.27	2.33

In the third and fourth steps, after calculating  $(O_i - E_i)^2 / E_i$  for each cell in the table,  $X^2$  can be determined for them. Here, the sum of all the values is the value of  $X^2$ .

Lastly, a comparison between the obtained statistical analysis to the critical data found in the chi-square table can be made. By covenant, the significance level or alpha level ( $\alpha$ ) is almost always 0.05, and we have the freedom value 4, which will determine the critical value. In the Chi-Square distribution table, the meeting point of the row and column is considered a critical value. According to the table, our critical value is 9.488 and it is higher than our obtained statistics of 0.672122178 (Appendix 1).

After comparing the critical value to the obtained test data, it can be decided whether the null hypothesis is being rejected or not. Here, the critical value is higher than the obtained value. Therefore, the mentioned null hypothesis can be rejected.

According to the result of the Chi-Square test, the null hypothesis ( $H_0$ ) has been rejected and the alternative hypothesis ( $H_1$ ) is accepted for achieving the research objectives. The statistical analysis supports the research statement, i.e., Leadership has an impact on employee performance of the organization.

## 4 SUMMARY OF MAJOR FINDINGS, RECOMMENDATIONS

### 4.1 Findings

The research was based on a web-based survey (using Google survey form) to find out the impact of leadership on employee performance of the organization. The survey results show that leaders have a crucial impact on influencing employee behavior and job performance in the organization. This thesis research case company SSL Wireless commonly exercised Democratic leadership where team leaders from most departments support their employees. Leaders believe in empowering the employees for the betterment of themselves and the company. The characteristics of the Democratic leadership were assessed in the survey based on participants' responses and it shows that the Democratic leadership style is practiced successfully in SSL Wireless.

Most of the employees are ready to go the extra mile for the company because they believe that their team leaders are acting in favor of the team's interests, inspiring them, and building trust by supporting them in both their professional and personal lives. By encouraging employees to come up with new ideas and take part in decision-making, leaders are showing their confidence in their followers. Their flexibility on deadlines based on major issues is also positively impacting on employees. In technology-based companies, employees need to be very innovative and hard-working. If they get some flexibility due to unavoidable issues, it will be helpful for them to work comfortably.

The team leaders of SSL Wireless are also ensuring high-end training to increase employees' potential and confidence. An effective reward system is also being practiced in SSL Wireless. According to the secondary data received from the SSL Wireless website, it is clear that employees are being awarded not only every year but also every month upon their performance and completing a project successfully. They get either financial incentives, promotions in positions or at least appraisal letters from the upper management of the company. The team leader ensures that the best performers are recognized, and others get encouraged to perform better afterwards. Due to the workplace culture, employees have a long-term plan with the company and are ready to decline the better opportunity in terms of remuneration from other companies. Such findings indicate that most of the employees are satisfied with their working environment and supportive leadership.

There was a minor percentage of employees who disagreed with survey statements about the practiced leadership in SSL Wireless. Survey results show that they are not satisfied with current leaders or the leadership style that has been practiced, and it's affecting their job performance and long-term plans

with the company. They may require a different leadership style to be motivated and successful. However, in either case, employees' attitudes towards the current leadership style demonstrated that leadership has a very important impact on an employee's job performance and behavior.

## **4.2 Recommendations**

Although the paper was focused on a case study of Bangladesh, it also represents how leadership is impacting the employees' job performance around the world. The majority of the employees of SSL Wireless consider that the exercised leadership style, i.e., the Democratic leadership style, meets their expectations and increases their productivity, but there is still room for improvement for the company. Leaders can concentrate more on effective communication so that the dissatisfaction and misunderstanding of the concepts may be resolved. In a democratic leadership style, though every employee is welcomed with new ideas and decision-making processes, it shouldn't overwhelm the leaders and disrupt the company's achievement. Management can develop a Leadership Development Program (LDP) where essential training can be included to improve the quality of current leadership and retain current leaders, identify future potential talent and ensure that the talent has enough logical means to achieve the potential within the company. Management should give team leaders more power in talent acquisition and reward the current one. The leaders know better the actual situation and requirements at this primary level of the company. Moreover, other leadership styles can also be exercised to be effective with the new generation of employees. Over the years, researchers have recommended that Situational leadership, or the transformational leadership style, is also very effective in avoiding unwanted situations and leaders' personal gain. A dissatisfied leader can never encourage his or her followers positively.

## 5 CONCLUSION

Every company wants to have the strongest possible position in the market, and the way to do this is to maximize total staff performance, which is unquestionably influenced by effective leadership approaches. Ineffective leadership is a primary cause of employee discontent and turnover rather than boosting productivity. The study shows that a supportive and inclusive leadership style influences employees' performance positively. Although the currently exercised leadership style may seem perfect for a company, the situation could change over time. Therefore, it is highly recommended to oversee employee's behavior and expectations towards the company. Companies can experiment with new leadership styles, but they must consider the country's cultural aspects and rapidly expanding generation.

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APPENDIX 1

Chi-Square Distribution Table

Degrees of freedom (df)	Significance level ( $\alpha$ )							
	.99	.975	.95	.9	.1	.05	.025	.01
1	-----	0.001	0.004	0.016	2.706	3.841	5.024	6.635
2	0.020	0.051	0.103	0.211	4.605	5.991	7.378	9.210
3	0.115	0.216	0.352	0.584	6.251	7.815	9.348	11.345
4	0.297	0.484	0.711	1.064	7.779	9.488	11.143	13.277
5	0.554	0.831	1.145	1.610	9.236	11.070	12.833	15.086
6	0.872	1.237	1.635	2.204	10.645	12.592	14.449	16.812
7	1.239	1.690	2.167	2.833	12.017	14.067	16.013	18.475
8	1.646	2.180	2.733	3.490	13.362	15.507	17.535	20.090
9	2.088	2.700	3.325	4.168	14.684	16.919	19.023	21.666
10	2.558	3.247	3.940	4.865	15.987	18.307	20.483	23.209
11	3.053	3.816	4.575	5.578	17.275	19.675	21.920	24.725
12	3.571	4.404	5.226	6.304	18.549	21.026	23.337	26.217
13	4.107	5.009	5.892	7.042	19.812	22.362	24.736	27.688
14	4.660	5.629	6.571	7.790	21.064	23.685	26.119	29.141
15	5.229	6.262	7.261	8.547	22.307	24.996	27.488	30.578
16	5.812	6.908	7.962	9.312	23.542	26.296	28.845	32.000
17	6.408	7.564	8.672	10.085	24.769	27.587	30.191	33.409
18	7.015	8.231	9.390	10.865	25.989	28.869	31.526	34.805
19	7.633	8.907	10.117	11.651	27.204	30.144	32.852	36.191
20	8.260	9.591	10.851	12.443	28.412	31.410	34.170	37.566
21	8.897	10.283	11.591	13.240	29.615	32.671	35.479	38.932
22	9.542	10.982	12.338	14.041	30.813	33.924	36.781	40.289
23	10.196	11.689	13.091	14.848	32.007	35.172	38.076	41.638
24	10.856	12.401	13.848	15.659	33.196	36.415	39.364	42.980
25	11.524	13.120	14.611	16.473	34.382	37.652	40.646	44.314
26	12.198	13.844	15.379	17.292	35.563	38.885	41.923	45.642
27	12.879	14.573	16.151	18.114	36.741	40.113	43.195	46.963
28	13.565	15.308	16.928	18.939	37.916	41.337	44.461	48.278
29	14.256	16.047	17.708	19.768	39.087	42.557	45.722	49.588
30	14.953	16.791	18.493	20.599	40.256	43.773	46.979	50.892
40	22.164	24.433	26.509	29.051	51.805	55.758	59.342	63.691
50	29.707	32.357	34.764	37.689	63.167	67.505	71.420	76.154
60	37.485	40.482	43.188	46.459	74.397	79.082	83.298	88.379
70	45.442	48.758	51.739	55.329	85.527	90.531	95.023	100.425
80	53.540	57.153	60.391	64.278	96.578	101.879	106.629	112.329
100	61.754	65.647	69.126	73.291	107.565	113.145	118.136	124.116
1000	70.065	74.222	77.929	82.358	118.498	124.342	129.561	135.807

APPENDIX 2/1

Survey Questionnaire

Basic Information

- What is your gender?
  - Male
  - Female
  - Other
  - Prefer not to say.
  
- Please mention your age group
  - 20-25
  - 26-30
  - 31-35
  - 36-40
  - Above 40
  
- Educational Background
  - Bachelor's degree
  - Master's degree
  - Ph.D.
  - Other equivalent degree

1. I have regular communication with my supervisor, and we discuss about issues related to work in details on a regular basis.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

2. My supervisor is always keen to guide me to resolve my problems at work and also stands by me in challenging situations.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

3. I can share my personal problems and feelings with my supervisor; he/she counsels me to mentally heal and guides me deal with such kind of situations.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

APPENDIX 2/2

4. My supervisor gives me flexibility to complete my tasks whenever I am in personal hardship.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

5. My supervisor always discusses the processes at work and he/she ways values our opinion. It is always a Two- way communication.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

6. I often get training on hard and soft skills with a purpose of getting prepared for the next level.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

7. The management always shares the objectives of the projects with the employees. We remain clear about what we are doing, and which goals are to be achieved by our work.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

8. Employees get recognized and praised for sharing new ideas in the company.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

9. We are empowered to take certain level of decisions and line managers always encourage us to think independently to resolves issues.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

APPENDIX 2/3

10. Ethics, Justice, and collectiveness are highly valued in our work culture. People are clearly oriented about it by HR Department at the time of joining.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

11. You are highly motivated to go-extra mile for the betterment of your supervisor and team.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

12. You have a long-term plan with your company.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

13. You always feel confident on challenging situations which helps you overcome easily.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

14. You have the feeling of ownership at work and do your job accordingly.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree

15. You are ready to sacrifice a better opportunity in terms of remuneration in another job to stay at your current work culture.

1	2	3	4	5
<input type="checkbox"/> Strongly Disagree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Neutral	<input type="checkbox"/> Agree	<input type="checkbox"/> Strongly Agree